

May 1998

To the Mayor, Members of the City Council and the Citizens of Kansas City,

As Co-Chairs of the FOCUS Kansas City Neighborhood Prototypes Plan and on behalf of the Neighborhood Prototypes Work Team, the Community Advisory Team, and other volunteers, we are happy to present the Neighborhood Prototypes Plan as a guide for the future of neighborhoods in Kansas City. This plan is one of seven components of the FOCUS Plan, which was adopted by the City Council in October of 1997.

Neighborhoods are one of Kansas City's most vital assets. Knitted together, they are the foundation of the city's basic physical and social framework. This plan recognizes that there is a critical connection between the health of every neighborhood and the health of the entire city. It provides guidelines to support and improve neighborhoods in Kansas City and addresses issues of design, infrastructure, economic development, neighborhood marketing and others. In addition, this plan proposes a framework for the continuous improvement of our neighborhoods.

As we implement the plan, government, business, neighborhood organizations, and individual citizens must take on individual and collective efforts to continually improve our neighborhoods. Using our strengths and resources, and under the guidance of the FOCUS Kansas City Plan, we will continue to build a city of strong neighborhoods.

Thank you for this opportunity to help shape Kansas City's future.

Respectfully submitted,

A handwritten signature in cursive script that reads "Mamie Hughes".

Mamie Hughes  
Co-Chair

A handwritten signature in cursive script that reads "John Loss".

John Loss  
Co-Chair

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*Photographs taken by Chuck Kneyse.*

*All recommendations contained in the FOCUS Plan, and all of its parts, are subject to legal review for compliance with law, including federal, state and local. If any of the recommendations conflict with law, the legal issues shall be resolved prior to implementation of the affected recommendation.*



#### INTRODUCTION TO FOCUS

## ***FOCUS The New American City***

Kansas City, Missouri is facing the challenges of the 21<sup>st</sup> Century with a new set of tools, a new spirit of cooperation and a new commitment to future generations that our city will be a thriving, people-centered community and a successful model for other American cities to follow in the future.

Thousands of Kansas City citizens have created this blueprint for our city's future. Organized in teams to address critical issues, volunteers from all neighborhoods and walks-of-life donated their ideas and hard work to FOCUS Kansas City. This important project is a unique partnership between the City of Kansas City, Missouri and its citizens to develop an action plan that our entire community can support as we enter the 21<sup>st</sup> Century.

FOCUS - Forging Our Comprehensive Urban Strategy - is Kansas City's "to do" list for the next 25 years. It sets priorities and guides decisions about neighborhoods, jobs, taxes, capital improvements, public safety, education, downtown and much more. Millions of dollars are invested every year by both the private and public sectors to make our community work. FOCUS helps us target those investments to work smarter with the money we have. We are taking steps now to make sure Kansas City is not only a viable city in the year 2000 but also a successful model of a new kind of American city.

## NEIGHBORHOOD PROTOTYPES PLAN

The FOCUS Plan began in 1992 with 1,000 volunteers contributing over 20,000 hours to design a clear vision for Kansas City. The Mayor and City Council, in partnership with the FOCUS Kansas City Steering Committee of 24 civic leaders guided an innovative citizen-participation process that resulted in a new Policy Plan for the City of Kansas City, Missouri. Adopted by the City Council in 1994, the FOCUS Policy Plan outlines a vision statement and 14 Principles for Policy.

### **FOCUS Vision Statement**

The following statement is what Kansas City aspires to become in the future. It says that people are the priority in Kansas City and that taking care of people will result in improvements in all areas of our city. The vision emerged as a powerful statement of inspiration from the citizen involvement process.

*We, as Kansas Citians, envision our city as a people-centered community. From economic development to the readability of street signs, we consider people first. Kansas City shapes and guarantees its future by examining first and foremost the impact of every decision on future generations.*

*We, as Kansas Citians, are full of hope. We demonstrate this hope through our investment in our families, our homes, our neighborhoods, our schools, our businesses and our city.*

### **FOCUS Principles for Policy**

The following principles are the fourteen major themes and statements of philosophy that are essential for Kansas City to achieve its vision. These are the foundation of Kansas City's character. All actions are measured against these fourteen principles. They were derived from the wealth of citizen ideas generated in the Phase I Perspective Group process.

#### **Reaffirm and Revitalize the Urban Core**

Central to the city's vitality is the Urban Core, with its diverse population, historic neighborhoods; cultural, recreational, and sports attractions; central business corridor, and its revival as a pleasant and sought-after place to live, work, do business and learn.

#### **Advance and Encourage Quality Suburban Development**

The health of our city depends on recognizing the interdependency of the city's suburban areas and the Urban Core. Each must be healthy for the city to attract development and grow. Quality suburban development enables the city to compete for residents and jobs and is an important part of the city's ability to grow in the future.

### **Plan for a Well Designed City Framework**

The design and maintenance of the city's transportation and infrastructure systems create a framework for sustainable development. Excellent planning and urban design create a unique city that is physically unified and beautiful.

### **Strengthen Neighborhoods**

Well planned neighborhoods create identifiable communities in which to attain a sense of belonging, forge common goals and work together.

### **Ensure Environmental Stewardship**

Natural resources and energy are valuable assets we should use judiciously and manage wisely for the benefit of present and future generations.

### **Create a Secure City**

Personal comfort, safety, security and peace of mind are essential to residents and businesses in a livable city.

### **Respect Diversity**

Social, gender, cultural, ethnic, racial, economic and religious diversity bring richness to the city.

### **Advance Education, Culture and the Arts**

Learning is fundamental to citizenship, self enrichment and employment. A strong, vibrant cultural and arts environment takes citizens beyond everyday concerns, adds to their quality of life and supports the city's economic base.

### **Develop Jobs for the Future**

The far-reaching effects of technological change and a new global economy challenge Kansas City to identify its competitive role and provide employment opportunities for its citizens.

### **Create Opportunity**

Community and individual self esteem and growth flourish in the presence of equitable opportunities and resources.

### **Create a Better Future for Our Young People**

Positive environments and attitudes that recognize and encourage children to be productive and enable them to be healthy will prepare our youth for tomorrow's world.

### **Target Financial Investments Strategically**

Kansas City must have a sustainable tax base and must help target financial investments where they will be most effective and where they will achieve the city's vision.

### **Build Government through a Strong Partnership with Citizens**

Responsive and creative governance connects and stimulates cooperation between government, citizens, and business and community organizations.

### **Build Metropolitan Leadership and Regional Cooperation**

The City of Kansas City is at the center of a metropolitan community where the challenges of building on the region's strengths and addressing its problems demand a collective response.

## **FOCUS Phase II - The Strategic and Comprehensive Plan**

Based upon the Phase I Policy Plan, work began in 1995 on the strategic and comprehensive plan. Utilizing the key concepts of balance, linkage and partnership, seven distinct, but interwoven component plans were developed to detail the action steps needed to make the FOCUS vision and policy principles a reality.

An expanded Steering Committee, with the help of seven Work Teams made up of over 350 people and additional Community Advisory Teams developed the seven component FOCUS plans. They are outlined below:

The **Citywide Physical Framework Plan** provides strategic land use planning guidelines, addresses the future character of growth, development and redevelopment as well as capital needs of the City.

The **Neighborhood Prototypes Plan** recommends specific actions to improve Kansas City neighborhoods and encourage resident partnerships in determining their future and delivery of city services. A unique neighborhood assessment process helps citizens target city services and specific strategies to their distinct requirements.

The **Preservation Plan** highlights the importance of Kansas City's rich legacy of landmark structures, historic neighborhoods, and archeological resources that make our city a special place. Strategies on transportation, urban design, capital improvements, and tourism complete our vision of the future from a preservation perspective.

The **Urban Core Plan** includes inventive strategies for central city neighborhoods, downtown, the Central Business Corridor, and plans for economic development, jobs, capital improvements, public transit and neighborhood livability. Strategies for the location of cultural facilities, marketing the urban core, revitalizing and sustaining neighborhoods are outlined in this plan.

The **Northland Plan** targets investment strategies to maintain our existing neighborhoods, and encourages development where public facilities (water, sewer, streets) already exist. Protecting the natural environment and current character of the Northland are fundamental to the plan. Specific transportation improvements are recommended to improve east-west traffic, extend the boulevard system north of the river and create pedestrian and bicycle friendly thoroughways.

The **Human Investment Plan** outlines recommendations related to life long education, retaining and encouraging diversity, equipping citizens for the changing work environment, job retention and expansion strategies, programming for stimulating interest in culture and the arts as well as practical life skills for Kansas City's youth, and enhancing Kansas City as a place of excellence, creativity, celebration and unity.

The **Governance Plan** sets out specific strategies for improving city services, establishing and maintaining the financial health of the city, strengthening metropolitan cooperation and political and organizational restructuring to insure implementation of the FOCUS initiatives.

As the seven Work Teams refined their ideas, they consistently worked together toward bold solutions and overlapping, leveraged opportunities. The result is a very interconnected plan that provides a new decision-making framework for complex issues enabling all parts of the city to work in concert toward the same goals.

Interwoven throughout the seven action plans are 12 key strategies called "Building Blocks". With these strategies, we will implement the FOCUS Plan through programs and projects that will make Kansas City a successful model for a new American City. The specific initiative and action steps outlined in each of the seven FOCUS Plan components relates to these Building Blocks. A more detailed description of the Building Blocks can be found in the document entitled FOCUS Kansas City - Overview.



## **Building The New American City**

### **Making Connections For The 21<sup>st</sup> Century**

The qualities in our heritage that have made us a great city will also help us move into the 21st Century as the New American City. Kansas City has always had the willingness to take the bold step--from the construction of the Hannibal Bridge in 1869, that guaranteed us pre-eminence as the gateway to the west; to the 1960s vote on the public accommodations ordinance that guaranteed all Kansas Citians access to public places regardless of race; to the passage of the Bi-State Cultural Tax in the 1990s. We have a history of innovation that will help us as we face our future challenges.

Current trends tell us that the American city of the 21st Century will be an eclectic place with a diverse population, a diverse economic base, and an array of lifestyle and job choices. Kansas City can uniquely position itself to become a model for this new kind of city because we do not experience the extreme problems of larger cities. It is our Midwestern sensibility and civility that will provide a foundation for the necessary move beyond our agrarian and manufacturing roots into a new era of information technology and a global economy. To thrive, Kansas City must understand its own strengths and begin to act as one connected city with a clear agenda for the future.

FOCUS emphasizes connections - connecting people to places, people to each other and our past to our future. If we can act as one connected city with an optimistic vision, a unifying strategy and clear action steps, we can build a city that works for people.

Kansas City has the natural, physical, and human resources necessary for success. We also recognize that failure occurs when our actions seek to divide, so we must continue to stress and improve our connections. A connected Kansas City favors solutions that, in their holistic and long-term emphasis, are also flexible and responsive to ever-changing technology. This approach requires business, civic, educational, and social orientations that embrace advancements in telecommunications and information systems as ways of extending pathways into the future and mandates investments that keep Kansas City on the cutting edge of these technologies and connected to the global economy.

As a prescription for unified success, the New American City is a new way of thinking and acting. The following pages represent Kansas Citians' commitment to our city, our children and our aspirations for the future.



Kansas City's Victorian homes

#### EXECUTIVE SUMMARY

## *Neighborhood Prototypes Plan*

The FOCUS Kansas City Neighborhood Prototypes Plan provides the citizens of Kansas City a process for continuous improvement of their neighborhoods and the overall city. This prototype method is based on the understanding that each neighborhood in Kansas City is unique and evolving and that the health of each neighborhood affects the health of the entire city. Continuous improvement means ongoing commitment by residents, businesses and government to address existing conditions proactively, strategically approaching a desired future and constantly monitoring and evaluating progress for positive change within the neighborhoods and Kansas City.

Because of the wide range of existing conditions in Kansas City neighborhoods and the diversity of lifestyles, the Neighborhood Prototypes Work Team found it difficult to envision the specific elements - park, grocery store - that would be necessary to create the ideal neighborhood. With the goal of creating healthy neighborhoods in mind, the Work Team came to the conclusion that a neighborhood should work towards the achievement of three aspirations through commitment to the continuous improvement process.

**Connectedness** strives to connect neighborhoods and people to promote positive interaction between neighbors, between neighborhoods, and between neighborhoods and the City. Connectedness can be achieved through physical

## NEIGHBORHOOD PROTOTYPES PLAN

connections, such as sidewalks, and social connections, such as active block clubs and neighborhoods organizations.

**Identity** values the creation of a distinctive character and sense of place in each neighborhood. Many different things can give a neighborhood its unique identity - architecture, history, active organizations, distinctive businesses, or thematic signs and markers.

**Responsiveness** promotes strong, cooperative relationships so that government, neighborhoods, and individuals are responsive to each other and can proactively address neighborhood issues and opportunities throughout the city.

To support the commitment toward continuous improvement and aspiring to achieve connectedness, identity and responsiveness the Neighborhood Prototypes Work Team identified seven neighborhood initiatives with supporting actions. Each of these initiatives is important if healthy neighborhoods are going to be sustainable over time.

### Initiative 1. Strategic Assessment



Strategic assessment provides a framework for recognizing and analyzing neighborhood conditions in order to define tools, actions and strategies for continuous improvement in all neighborhoods. The framework is based on four general neighborhood types - Developing, Conservation, Stabilization, and Redevelopment - that provide descriptive data and observations to help neighborhoods describe themselves. The assessment is an initial step in a continuous improvement process for all neighborhoods to identify themselves within the general framework of the four area descriptions and to tailor short and long range strategies unique to their issues, assets and future vision of the neighborhood.

### Initiative 2. Community Building and Organizing



Community building ties directly to the FOCUS vision of creating a people-centered community. Community building aims at nurturing neighborhood organizations so they can effectively address issues and build on assets in their neighborhoods. The plan recommends:



- encouraging community anchors to work with their surrounding neighborhood(s) on area improvements and activities
- developing a resource directory of available programs and services for neighborhoods

- creating a neighborhood partners program for neighborhoods to work together on common issues or projects
- expanding community development corporation objectives to include comprehensive neighborhood improvement
- involving absentee landlords and renters in neighborhood organizations
- developing property management cooperatives that connect residents' skills to local needs
- implementing block level programs to inventory neighborhood skills, capabilities and needs to initiate self-help networks
- supporting the creation of neighborhood associations in all neighborhoods
- providing opportunities for neighborhood input on activities that impact the neighborhood, such as the adoption of area plans or rezoning cases



### Initiative 3. Neighborhood Design and Infrastructure

The physical design of neighborhoods can help make any neighborhood attractive. Implementing quality design features in established and new neighborhoods will help make all neighborhoods in the city “livable.” The plan recommends:

- improving currently unusable alleys
- designing transportation systems that balance all types of travel, including pedestrians and bicycles
- identifying and cleaning up illegal dumping sites, and discouraging dumping
- designing commercial development so that it fits with the existing character, scale and style of adjacent neighborhoods
- giving a high priority to the repair and initial provision of water and sewer service utilities in existing neighborhoods
- utilizing neighborhood parks as neighborhood activity centers
- developing a positive art and graffiti program



### Initiative 4. Housing Quality and Variety

The variety of housing choices and the condition of housing are important to the success and stability of a neighborhood. The plan recommends:

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- adopting a Rehabilitation Building Code to encourage rehabilitation of existing structures
- creating an overlay district for neighborhoods that have a distinct character, but do not meet historic designation criteria
- creating a residential zoning category to accommodate older, urban neighborhoods that want to maintain their single-family character but do not meet current zoning requirements
- creating an assistance center to improve access to resources for low-income homeowners to repair code violations
- providing incentives to encourage conversion of rental units to owner-occupied units and to encourage home ownership
- requiring early and aggressive rehabilitation of abandoned buildings, but demolishing dangerous buildings quickly if they cannot be renovated
- promoting infill housing by transferring vacant properties to responsible owners, tax incentives, and reviving the Urban Homesteading program or a similar program
- promoting the availability of local property tax credits for small owners who invest in rehabilitation
- working aggressively to reduce “redlining”
- requiring code inspections on all rental properties when they are rented
- exploring the potential for neighborhood organizations to administer Minor Home Repair program activities in their areas
- expanding homeowner education programs
- exploring the potential to grant neighborhood organizations the power of eminent domain
- expanding training for residents to perform code inspections in their neighborhoods and granting neighborhoods the authority to cite violations



### Initiative 5: Neighborhood Economic Development

Small nearby businesses can be a benefit to the neighborhood and benefit from a healthy neighborhood if they are well-designed and committed to improving the neighborhood. The plan recommends:



- promoting businesses that are involved in their community
- attracting new employment centers to the urban core
- encouraging commercial rehabilitation through low-interest loans
- creating incentives to encourage employee-owned or cooperative businesses where neighbors can share in the economic benefits and responsibilities of the business
- developing learning satellites to increase neighborhood workforce skills
- creating or strengthening existing programs to assist small developers and nonprofit corporations to redevelop small scale commercial development



#### **Initiative 6: Personal and Neighborhood Safety**

Both the feeling and reality of personal safety are essential to the choices people make about where they will live. The plan recommends:

- changing the City's Zoning Ordinance to allow for more mixed-use areas
- providing grants to property owners to install external lighting on their houses
- expanding neighborhood watch programs and identifying a neighborhood "safe" house for children to use, if necessary
- developing visible and inviting storefront police centers



#### **Initiative 7: Marketing Neighborhoods**

Promoting the value and richness of Kansas City's neighborhoods is a significant part of ensuring sustained future growth for the city. The plan recommends:

- creating a special task force aimed at achieving balanced and responsible reporting on the city and its neighborhoods
- creating a local media strategy through partnerships between neighborhoods and small, local publications that focuses on balanced reporting of neighborhood issues.



An expanded discussion of each of these initiatives and supporting actions can be found in the Aspirations and Initiatives section of this plan. To support the implementation of the initiatives the following responsibility matrix was developed.

## NEIGHBORHOOD PROTOTYPES PLAN

This matrix identifies corresponding responsibilities and priorities for implementation of the initiatives and actions with public or private sector entities and partnerships.

Responsibility Matrix

Initiative/Action	Private		Public		Partnerships	Type of Action	Initiate by
	Citizens, Non-Profits and Businesses	City	Other Juris-dictions				
<b>Initiative 1: Strategic Assessments</b>							
A. Implement the Strategic Assessment Process	■	■		■	Project	2000	
<b>Initiative 2: Community Building and Organizing</b>							
A. Encourage community anchors to work with neighborhoods on improvements and activities (See the Community Anchors Building Block)	■	■		■	Project	2000	
B. Provide opportunities for neighborhood input on development/planning activities		■			Policy	2000	
C. Compile a comprehensive directory of programs and services for neighborhoods	■	■		■	Project	2005	
D. Create a Neighborhood Partners Program	■				Project	2005	
E. Expand Community Development Corporation objectives to include comprehensive neighborhood improvement	■	■		■	Project	2000	
F. Develop neighborhood property management cooperatives	■				Project		
G. Inventory residents' skills, capabilities & needs at block level	■				Project	2000	
H. Involve absentee owner and renters in neighborhood organizations	■				Project		
I. Create neighborhood associations in all neighborhoods	■				Project		
<b>Initiative 3: Neighborhood Design/Infrastructure</b>							
A. Reclaim alleys in older neighborhoods	■	■		■	Project		
B. Design neighborhood transportation system that balances all types of travel, including pedestrian and bicycles	■	■		■	Policy		
C. Give high priority to repair/provision of water and sewer service utilities in existing neighborhoods	■	■		■	Policy	2000	
D. Identify illegal dumping sites and develop strategies to deter dumping activity	■	■		■	Project		
E. Integrate new commercial development with the character, scale and style of adjacent neighborhoods	■	■		■	Project		
F. Utilize neighborhood parks as activity centers	■			■	Project		
G. Develop a positive art and graffiti program, focusing on art that reflects the character of the neighborhood, residents or positive messages	■			■	Project		
<b>Initiative 4: Housing Quality/Variety</b>							
A. Adopt a rehabilitation building code		■			Legislative	2000	
B. Create a special overlay district for neighborhoods with distinct quality and character that do not meet historic designation status		■			Legislative		
C. Create a new residential zoning category for older urban neighborhoods to maintain their existing low-density, single-family character.		■			Legislative	2005	
D. Provide assistance for low-income homeowners with code violations through one-stop assistance center	■	■		■	Project		



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Initiative/Action	Private	Public	Partnerships	Type of Action	Initiate by
	Citizens, Non-Profits and Businesses	City Other Jurisdictions			
E. Provide incentives for rental to owner-occupied conversion	■	■	■	Policy	
F. Enforce aggressive rehabilitation, redevelopment or condemnation of dilapidated properties	■	■	■	Project	2000
G. Establish incentives to encourage home ownership	■	■	■	Project	
H. Promote infill housing by encouraging the transfer of Land Trust properties, vacant lots and structures	■	■	■	Project	2005
I. Promote simplified versions of "353" or Tax Increment Financing for small property owners	■	■	■	Policy	2005
J. Work aggressively to reduce or stop "redlining"	■	■	■	Policy	
K. Establish a program to require code inspection for rental property	■	■	■	Project	
L. Explore potential for non-profit organization to administer minor home repair program		■		Project	
M. Expand homeowner education programs	■			Project	
N. Explore granting eminent domain capabilities to community development organizations		■	■	Project	
O. Expand code inspection training and citation authority for neighborhoods	■	■	■	Project	
<b>Initiative 5: Neighborhood Economic Development</b>					
A. Make community involvement a criteria in considering new major commercial/retail development in neighborhood areas		■		Policy	2000
B. Attract new quality employment to the central area of the city	■	■	■	Policy	
C. Encourage commercial rehabilitation by providing incentives in target areas.		■	■	Project	
D. Create incentives to encourage employee owned or cooperative businesses	■	■	■	Project	
E. Develop learning satellites in existing facilities or FOCUS Centers to increase knowledge and skills of neighborhood workforce	■	■	■	Project	
F. Create or strengthen programs to assist small developers and nonprofit corporations in redevelopment efforts	■	■	■	Project	
<b>Initiative 6: Personal/Neighborhood Safety</b>					
A. Integrate zoning categories to allow more mixed-use		■		Project	2000
B. Provide external house lighting grants	■	■	■	Project	2000
C. Expand neighborhood watch programs	■			Project	2000
D. Develop visible and inviting storefront police centers		■		Project	
<b>Initiative 7: Marketing Neighborhoods</b>					
A. Create a special media task force aimed at achieving balanced reporting of neighborhood activities and issues	■			Project	2000
B. Develop media/neighborhood partnership to market neighborhoods	■			Project	2000



**BUILDING ON OUR STRENGTHS**

## ***Kansas City Neighborhoods***

Neighborhoods are one of Kansas City's most vital assets. Knitted together, they create the city's most basic physical and social framework. This creates a critical link between the health of every neighborhood and the health of the entire city.

This idea is a strong theme in the FOCUS Phase I: The Policy Plan. In that spirit, the Neighborhood Prototypes Plan centers around the importance of strengthening and celebrating neighborhoods. People choose to live in Kansas City for a variety of reasons. One of the most important reasons is the variety of neighborhoods that exist. This variety allows for a diversity of lifestyles within the community. Many times these neighborhoods are highly identifiable and lend a distinctive character or sense of place to the city of Kansas City. Such neighborhoods may have started as small independent communities, such as Marlborough, Westport, and Waldo. Other neighborhoods reflect different architectural styles, use of building materials or other inherent development patterns or qualities that, when woven together create Kansas City.



The variety of housing choices from new development to historic neighborhoods is attractive to many tastes. Houses ranging from 100 plus years of age to brand new provide opportunities for residents to own the type of home they desire. Whether purchasing one of a large number of older homes with structural

## NEIGHBORHOOD PROTOTYPES PLAN

integrity for rehabilitation or a newer home that contains many modern amenities, Kansas City neighborhoods offer a wide range of affordable housing choices. In fact, the cost of living in Kansas City is among the lowest in the nation for major cities.



In addition to the quality and variety of housing available, there are many aspects of the city fabric which attract residents to Kansas City. Fountains, civic art, cultural amenities, unique experiences, and the boulevard system enhance the physical living environment. These elements are further enhanced by the natural landscape of gently rolling uplands and scenic views. Beyond these physical attributes, committed individuals live in the neighborhoods of Kansas City. Their commitment shows in strong community organizations, from community development organizations and foundations to neighborhood organizations with a strong tradition of involvement.

Given this framework, it is our challenge to connect neighborhoods, physically and perceptually, to those elements and places that are most often described as especially memorable in Kansas City - special places like Swope Park, Cliff Drive, Line Creek and Blue River; notable focal points like the Spirit of Freedom, J.C. Nichols and Children's fountains; and unique districts like Westport, Country Club Plaza, and 18<sup>th</sup> & Vine - all of which are attached to and supported by strong adjacent neighborhoods. These connections form an urban fabric interwoven with dynamic places to play, work, and live. Kansas City must recognize neighborhoods as the single most important building block for achieving and maintaining a strong and vibrant city. This recognition will lead to the creation of a community that can be truly referred to as a "City of Neighborhoods."



### Defining Existing Neighborhood Conditions

It is impossible to evaluate and describe each of the more than 240 neighborhoods that exist in Kansas City within the scope of this plan component. Each of these neighborhoods, whether historic or emerging, is valuable within the fabric of the city. Each offers a set of strengths and opportunities. Each has a unique set of needs and each must be considered within the context of the overall city. Some neighborhoods are primarily characterized by housing, while others have nonresidential uses that are an integral part of the area's character and what is perceived as the "neighborhood."

Non-residential areas of the city include agricultural and undeveloped land--some with steep slopes, floodplains or forests that should be preserved for natural habitats or rural character. Additionally, special-use areas, such as large industrial or commercial districts, large parks or institutional areas, such as universities and hospitals, do not typically include residential uses. The Northland Plan identifies two areas, 1) Employment Centers and 2) Agricultural and Environmentally Sensitive Areas, as examples of these non-residential areas.

In some areas natural spaces or special-use districts are located within or adjacent to residential neighborhoods and may present significant impacts (either positive or negative) on the living environment. In these cases, neighborhood action must address these issues. Examples include illegal dumping that occurs in areas located near heavily wooded areas or increased local traffic that is generated by a regional shopping mall.

For the Neighborhood Prototypes Plan, a clear definition of existing neighborhood conditions is necessary to help target appropriate solutions. All area descriptions and actions included in this plan address neighborhoods as places **where people live**. Recognizing and identifying existing conditions and trends is the initial step in designing a neighborhood strategy. The FOCUS Phase I: The Policy Plan introduced four Planning Analysis Areas as a framework that will be used to:

- Generally describe the wide range of areas and conditions that exist throughout the city
- Define tools, actions, and strategies for improving all areas of the city
- Strategically apply public and private resources in a way that is based on the existing conditions, trends, opportunities, strengths and needs of diverse areas
- Connect neighborhoods throughout the city so they can partner around common issues and projects and assist each other with organizational development

The four areas are defined as **Developing Areas**, **Conservation Areas**, **Stabilization Areas**, and **Redevelopment Areas** and each description suggests what actions each area requires to become or stay healthy. Each area provides unique opportunities and issues. Each one may exist anywhere throughout the city on a large scale or as a smaller subarea of a community. Also, these conditions should not be seen as stagnant, but as a beginning point from which the neighborhood can move forward and achieve quality living environments through a commitment to continuous improvement. All neighborhoods should evolve to

## NEIGHBORHOOD PROTOTYPES PLAN

meet changes that occur within and around the neighborhood.

Using this framework, the Neighborhood Prototypes Plan further describes the conditions in each of the four area types. The conditions described are based on an evaluation of a variety of citywide factors including physical, social and economic considerations. Specific numbers utilized in the conditions descriptions are based upon recent citywide medians and averages (Table 1) and reflect an order of magnitude or deviation from those citywide conditions.

### CITYWIDE CONDITIONS\*

Population change	-2.9% between 1980 and 1990
Median household income	\$26,713
Unemployment	7.3%**
Households on public assistance	7.9%
Persons below poverty level	15%
Persons with high school education or above	78.8%
# of crimes per 1000 people	170
Single head of household families	18.6%
Median housing value	\$56,808
Housing unit change	5.2% between 1980 and 1990
Vacant housing	12%
Residential building/demolition permit ratio	3:1 between 1970 and 1991***
Owner occupied housing	56.9%
Household income to housing payment ratio	30% (Federal guideline)

\* Unless otherwise noted data are from the 1990 Census.

\*\* This number has been decreasing since 1990.

\*\*\* City of Kansas City Building Permit Data.

The specific numbers used should be periodically updated to take into consideration changes throughout Kansas City. This will in turn allow the neighborhood an opportunity to measure areas of strength and need, as well as the impact of efforts towards continuous improvement.

The following outline was prepared to help focus and structure the description of the four areas.

**Conditions :** What conditions are typical in this neighborhood type?

**Implications :** What meaning does the area have to the broader community or individual residents?

**Assets :** What are the strengths, amenities or attractive qualities of a neighborhood of this type?

**Liabilities:** What are the weaknesses or disadvantages of the neighborhood of this type.

The following descriptions were developed by the Neighborhood Prototype Work Team utilizing the outline above in order to better define the existing conditions and neighborhood types so that a strategic approach to resource allocation and community action can take place.

### **Developing Areas**

Developing areas are meeting strong market demand for new housing, commercial activity and employment. They have the potential to capture a large portion of the new growth within the metropolitan area. Given the expanses of undeveloped land that are available in these areas, initial infrastructure investment may be needed which raises considerations about the immediate and secondary costs of new or noncontiguous expansion, and about impacts on the natural environment. Other planning and design considerations include quality design, adequate public services and amenities, and providing variety in the built and social environment.

#### **Conditions :**

- Strong market forces
- Developed within the last fifteen years
- Major expanses of undeveloped land
- Lack of public amenities (parks, schools, libraries, services)
- Lack of transportation network -- public transit or auto
- Population increase of 10 percent or more during the last ten years
- Housing unit increase of 10 percent or more during the last ten years
- Less than 5 percent vacant housing units
- Residential building to demolition permit ratio is greater than 10:1

#### **Implications :**

- Meeting private sector demand for new housing, often generally auto-oriented commercial and land-intensive industry
- Captures a portion of metropolitan growth
- Provides opportunity and alternatives for Kansas City growth
- Provides opportunity for mobility within Kansas City
- Provides opportunity for investment in new infrastructure including water, sewer, storm water, roads, parks, and public safety

## NEIGHBORHOOD PROTOTYPES PLAN

- Provides opportunity for new organization structures

### **Assets:**

- Land availability
- Adds to tax base through growth
- New infrastructure
- Competes in metropolitan context to capture portion of new growth

### **Liabilities:**

- Potential sprawl (loss of natural habitats and open space, decline of rural character, increase of auto-dependency, increased future maintenance costs, poorly designed site use and others)
- Impacts attractiveness of infill
- Competes with available housing and business for market share in Kansas City
- Increased travel distances
- Increased pressure on institutions, churches, retailers and employers to relocate
- Competition for infrastructure dollars

**Developing Areas** may reflect contemporary single-family subdivision characteristics – low density, curvilinear streets, cul-de-sacs with adjacent undeveloped land and/or commercial buildings along major roads or at intersections.

### **Conservation Areas**

Physical, economic and social conditions are generally considered to be good within Conservation areas and there are few negative trends. Stable business activity and institutional anchors such as places to worship, neighborhood retail centers and schools are often an integral part of the neighborhood. Public and private investment occur frequently in these areas which helps to maintain healthy living environments that meet market demand and that add significantly to the tax base. Conservation areas may have strong organizations that can recognize and correct minor problems as well as the ability to connect with other neighborhoods that need assistance or experience in building organizational capacity and resolving local issues.

**Conditions :**

- Located throughout the City
- Established organizations
- Public and private investment is occurring
- Owner occupancy 50 percent or greater
- Well-maintained public infrastructure
- Well-maintained private property
- Housing values are within 10 percent of citywide median or above the median and are remaining stable over time
- Unemployment is less than 5 percent
- Less than 5 percent of households utilize public assistance
- Less than 10 percent of the population lives below poverty line
- More than 70 percent of the adult population has a high school education or above
- Less than 20 percent of families are single head of households
- Housing unit numbers have remained the same or increased during the last ten years
- Less than 10 percent vacant housing units
- Residential building to demolition permit ratio is greater than 1:1
- Twenty-five percent or less of household income is used for housing payment

**Implications**

- Significant to city's image
- Significant to city's tax base
- Meeting strong markets with good quality
- Stable businesses
- Stable housing market
- Reinvestment occurring
- Regional attractiveness
- New public investment need is low
- Different age and design of structures add to identifiable character

**Assets :**

- Public infrastructure (streets, water and sewers) in good condition and available



## NEIGHBORHOOD PROTOTYPES PLAN

- Private utilities (electric, gas and telecommunications) in place
- Stable institutional elements (schools, hospitals, places of worship, etc.)
- Commercial services may be convenient, safe, and clean
- Quality environment
- Good design elements may exist
- Business and institutional contributions made to neighborhood
- Historic structures and places may be a vital part of the neighborhood fabric

### **Liabilities:**

- Minor and major problems that could signal the beginning of a cycle of disinvestment and decline may be overlooked
- Equilibrium difficult to maintain
- Development pressures
- Organizational strife or indifference
- Organizations may serve only a social function

**Conservation Areas** may be designed on a traditional grid street system and private and public property is in good condition. The area is fully developed with active institutional entities.

### **Stabilization Areas**

Stabilization areas are experiencing some declining physical, economic and social trends that might range from mild to severe. They offer tremendous assets such as a variety of housing, commercial and industrial functions, historic or significant properties and existing infrastructure. Key strategies within Stabilization areas should work to stabilize and reverse declining trends and perceptions, strengthen neighborhood organization, as well as market the strengths of the area to attract and retain active residents and businesses.

### **Conditions :**

- Located throughout the city
- Older development, typically older than fifteen years
- Mixture of housing conditions and types (single family, duplex units, six-plex units, apartments over retail, apartment blocks and towers)
- Property/buildings show signs of needed rehabilitation
- Minor problems most prominent (paint peeling, property in disrepair, etc.)

- Increase in conversion of single family homes to multifamily use
- Increase in conversion to rental units
- Weakened service delivery and increased demand
- Weakening of neighborhood organization (if any)
- Population loss of up to 10 percent during the past ten years
- Household income is 10 percent to 20 percent below the citywide median
- Unemployment is 5 percent to 9 percent of the labor force
- Five percent to 9 percent of the households receive public assistance
- Ten percent to 20 percent of the household are living below poverty
- Fifty-five percent to 70 percent of adults have a high school education or above
- Housing values are 10 percent to 20 percent below the citywide median and are losing value over time
- Housing unit loss of up to 10 percent has occurred over the past ten years
- Between 10 percent and 20 percent of the housing units are vacant
- Residential building to demolition permit ratio is 1:1 to 1:10
- Twenty-five percent to 50 percent of housing units are owner occupied
- Twenty-five to 35 percent of household income is used for housing payment

**Implications :**

- Transitioning market trend
- Unstable or declining property values
- Increasing residential and retail vacancies
- Need to address immediate existing problems
- Broad range of physical, economic and social problems
- Higher investment risk
- Continued migration from the neighborhood
- Development actions can be detrimental

**Assets:**

- Variety of housing, commercial and industrial property available
- Quality developments - traditional design of streets, curbs, housing blocks and unique characteristics (may change as newer development ages)

## NEIGHBORHOOD PROTOTYPES PLAN

- Infrastructure in place
- Historic structures and places
- Diversity of age, income, culture and lifestyles
- Loan availability (also perceived as a liability)

### **Liabilities:**

- Higher investment risk
- Competition with other areas
- Greater potential for further deterioration
- Organized management of retail areas needs assistance
- Causal issues not necessarily addressed -- quick fixes not working
- More difficult to get a loan
- Perception of safety problems
- Proximity to noise (traffic, industry, entertainment)

**Stabilization Areas** are experiencing the initial signs of decline – vacant parcels or buildings may be scattered throughout the area and the need for minor repairs are noticeable.

### **Redevelopment Areas**

Decline is prevalent in Redevelopment areas and the opportunity for reinvestment is their strongest asset. These areas have the most severe conditions, and in most cases the social, economic and physical fabrics are significantly disrupted, leaving the area beyond revival to its original condition. Needs and strategies in Redevelopment areas may vary widely by geography. For example, existing infrastructure and access to services and urban amenities might typify a Redevelopment area in the urban core, whereas a lack of basic services and seclusion may exist in a Redevelopment area located in an outlying portion of the city. The appropriate intervention action should maximize the best opportunities in the area to help redefine its future character which could possibly be very different from its existing or previous use.

### **Conditions:**

- Existing fabric and original development pattern is gone or significantly disrupted, resulting in a large number of vacant buildings and land
- Institutions moving out
- Abandoned property (vacant land and buildings)
- Generally older housing stock

- Public infrastructure maintenance is deferred
- Inadequate ongoing cleanup
- Population loss of more than 10 percent in the past ten years
- Household income is more than 20 percent below citywide median
- More than 9 percent of the labor force is unemployed
- More than 20 percent of the people live below poverty line
- Less than 55 percent of the adults have a high school education or above
- Housing value is greater than 20 percent below citywide median
- Housing unit loss is 10 percent or greater over the past ten years
- Residential building to demolition permit ratio is 1:10 or greater
- Less than 25 percent of housing units are owner-occupied
- Over 35 percent of household income is used for housing payment
- Impacted by traffic, commercial and industrial noise, floodplains and landfills

**Implications:**

- Low demand and marketability
- Low property values
- Continued deterioration of property and infrastructure (water, sewer, streets, etc.)
- Ripple effects - spreading deterioration and abandonment
- Continuing disinvestment

**Assets:**

- Existing infrastructure (water, sewer, streets, etc.)
- Proximity to core services and features (parks, employment centers, cultural and entertainment centers, if not located in outlying areas)
- Mature landscape (big trees)
- Historic places and structures may exist in area
- Committed residents and businesses
- Access to resources
- Affordable housing

**Liabilities:**

- Higher percentage of dangerous buildings

## NEIGHBORHOOD PROTOTYPES PLAN

- Magnitude and breadth of problems
- Perception / image
- Drain on public resources (Police, Public Works, etc.)
- Loose neighborhood context - become individuals, not a community
- Limited retail and professional services
- Shifting of people / business - lack consistency
- High insurance and upkeep costs
- Political weakening / feasibility for change lessens

**Redevelopment Areas** provide an opportunity for reinvestment in Kansas City. Basic infrastructure may already exist and the presence of vacant or declining properties/structures may accommodate redevelopment proposals that can have a significant positive influence on the area.



#### NEIGHBORHOOD ASPIRATIONS AND INITIATIVES

## *Aspirations for Continuous Improvement of Our Neighborhoods*

Each of the neighborhoods in Kansas City is unique for a variety of reasons. Reasons may include architectural, historical or cultural significance, naturally wooded areas and striking topography. Significant educational, health, or religious institutions also make a neighborhood distinct, as can the diversity of the area's residents.

As FOCUS envisioned what an ideal, healthy neighborhood might offer, many specific ideas came forward such as a neighborhood grocery store, post office, or park. Many of these ideas lacked universal acceptance or applicability to *all* neighborhoods since each neighborhood has unique characteristics. As a result, three overriding aspirations emerged that apply to every neighborhood - existing or future.

The realization of healthy neighborhoods in Kansas City hinges on three guiding aspirations that impact an area's physical, social, economic, and organizational characteristics. These three aspirations, **connectedness**, **identity**, and **responsiveness**, embody the creation and maintenance of strong people-centered neighborhoods in any area--regardless of its conditions or characteristics.

### **Connectedness**



**To promote a *sense of belonging* for every Kansas Citian by encouraging individual responsibility and by extending that responsibility to the family, the neighborhood and the broader community.**



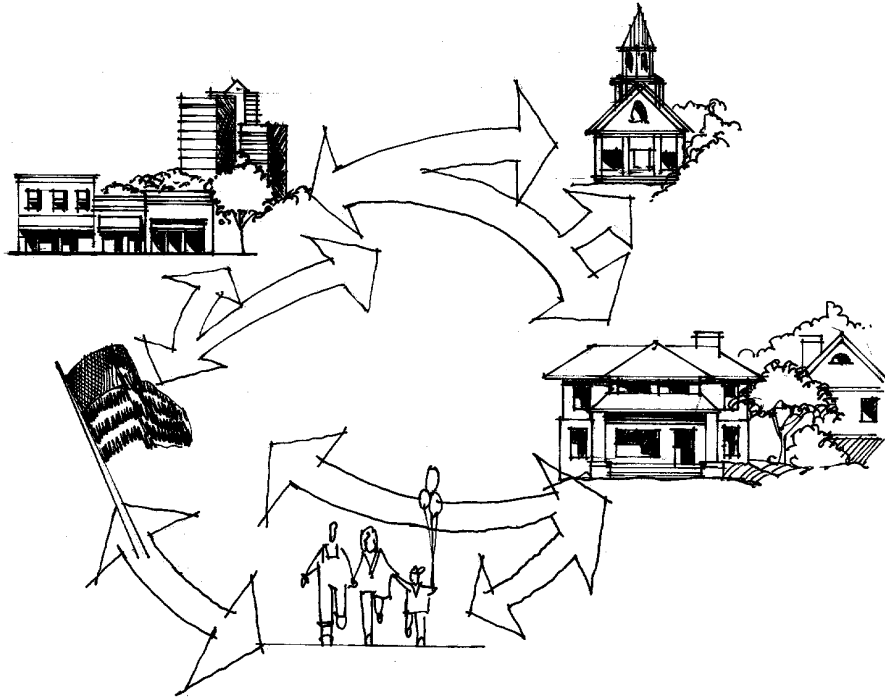
Throughout history, the natural formation of neighborhoods and communities has centered around an inherent connectedness within groups of people. Then, and now, the neighborhoods, homes associations and communities we create are founded and thrive on common values or characteristics. These values or characteristics can center around culture or ethnicity, lifestyle, an institution, such as a place of worship, income or even the desire or need for similar goods and services. Kansas City has many examples of this phenomenon, like the ongoing evolution of the Westside and Santa Fe Place neighborhoods, which add to the city's richness.

The aspiration of connectedness strives to connect people within and between different neighborhoods (or values, ethnicity, income, etc.) and to bring people together through positive experiences. Neighborhoods can achieve "connectedness" in a variety of ways. Physical linkages like sidewalks and pathways link where people live to where they want to go - the next block, the store, or the public transit stop, as well as community anchors like places of worship and institutions. Social and organizational linkages like active block clubs, neighborhood organizations, homes associations and local community-wide events connect people to each other to address shared issues or merely to socialize.

In its broadest sense, connectedness promotes interaction:

- Between neighbors
- Between elements within the neighborhood such as houses, businesses, open spaces, and transit stops
- Between neighborhoods

- Between neighborhoods and the City



To create connectedness, Kansas City must dispel perceptions that the city functions as a set of fragmented areas separated by roadways, undesirable uses, race, economics, class, and lifestyles. Development and improvement efforts provide opportunities to change these perceptions.

Careful consideration of resident, neighborhood and environmental impacts will result in development and improvement efforts that are more sensitive to the existing environment and better connect adjacent neighborhoods, businesses and residents.

- A comprehensive approach to connecting physical and social neighborhood impacts, transit needs and economic development can result in the identification of new commercial opportunities that attract potential customers and employees from the neighborhood and entice commuters from outside the neighborhood.





- Walkways, bikeways and interesting places that create opportunities for interaction, recreation and effective buffering between the roadway and adjacent properties can be incorporated as primary plan elements.

It is important to look within the neighborhood at the connectedness among people and between people and the physical environment. Within the neighborhood, interaction can take place on public (sidewalk) or private (front yard) property, and the conditions surrounding those places can influence the quality and extent of that interaction. Although proximity does not guarantee social cohesion or even contact, well-designed and well-placed elements in the neighborhood environment can greatly enhance the chance for interaction and socialization between residents and neighborhoods. Front porches not only promote interaction, but facilitate public monitoring and self-policing. Narrow residential streets and intersections that slow auto traffic include quality design and landscaping influence the activities of neighboring and interaction.

### Identity

**To recognize place identity and attach value to the locations where we live.**



Recognizing or promoting “identity” in new or existing neighborhoods requires residents to attach value to where they live and to capture, maintain or recreate the integrity of the place and its elements. Creating identity relies on a neighborhood’s image and the unique qualities that make it identifiable.



Different locations can give a neighborhood identity and every neighborhood can be creative in identifying these places. It might be a community meeting room; a child or elder care center, an existing recreational center, school or store in the neighborhood where residents come together periodically to build relationships, exchange ideas and information; a shared space in an existing business or institutional building; or it might be developed through the adaptive reuse of an existing neighborhood structure or the creation of a FOCUS Center or an activity center.



Identity may also emerge through a historic location, a neighborhood’s history or through an energetic mix of uses that are genuinely connected to the neighborhood. Any gathering space, formal or informal, may serve as the focal point around which a neighborhood finds its identity.

The effective use and location of design elements such as thematic public art, landscaped gateways, banners, or signage like that in the Westside, Scarritt Renaissance and Briarcliff areas can also effectively enhance identity. Coordinating elements of private and public landscape in a neighborhood can enhance identity. Identity can be created through the restoration and maintenance of unique structures or significant architecture. Good examples of identity through significant architecture are the Coleman Highlands/Roanoke area and J.C. Nichols developments. Great potential for architectural identity exists along Armour and Linwood Boulevards with the significant Paseo buildings such as the Athenaeum, the Scottish Rite Temple and richly designed apartment buildings.

An active neighborhood organization that is earnestly committed to making public and private improvements a reality can also bring identity to a neighborhood. Neighborhood organizations and coalitions each have a distinct identity based on their activism and proactive neighborhood improvement initiatives.

## **Responsiveness**

**To define complementary roles for individuals and groups so that respectful relationships are created and responsible actions take place.**



By strengthening neighborhoods, we strengthen Kansas City. The aspiration of “responsiveness” relates to the complementary roles that must exist between government, neighborhood and individuals. These roles forge strong, cooperative and mutually respectful relationships that proactively address neighborhood issues and opportunities. To be responsive each person, family, business, institution and government must accept some level of responsibility for the neighborhood and broader community. Acceptance of shared responsibilities is critical to developing and implementing strategic actions and addressing issues effectively.

Throughout plan development, decision-making and implementation of FOCUS, City elected officials and staff must continue to demonstrate their commitment to the principles of FOCUS, to the neighborhoods, and to the developing strategies embodied in FOCUS. This will require a responsive government that enacts strong policy statements and provides adequate city staff who have a high level of commitment to timely and effective response.

In return, neighborhood organizations and individual citizens must respond by taking on individual and collective efforts to improve the places where they live, work and play. Extending oneself beyond one's own needs or desires and into active relationships that strengthen Kansas City's neighborhoods is crucial if the aspirations of FOCUS are to be successful. By forming working partnerships, different neighborhoods have real opportunities to address shared issues and to discover more of their similarities - discoveries that could ideally overshadow negative competition that ultimately weakens the city as a whole.

Responsiveness is the commitment of designing a blueprint for the future, enacting that blueprint through a solid policy and organizational structure, and creating partnerships among neighborhoods and between neighborhoods, businesses and government jurisdictions to achieve common goals.

### ***Initiatives and Actions***

The three aspirations, **connectedness**, **identity**, and **responsiveness** apply universally to any neighborhood. They are fundamental themes that are embodied in any healthy living environment.

The four area descriptions discussed previously - **Developing**, **Conservation**, **Stabilization**, and **Redevelopment** - provide a general idea of the existing conditions, needs and opportunities that exist throughout Kansas City's neighborhoods. The three aspirations apply to each of these four areas and all neighborhoods throughout Kansas City because all neighborhoods must work towards continuous improvement utilizing appropriate initiatives and actions.

Following are seven **initiatives** with supportive actions. Each initiative is relevant to each of the four area descriptions and the application of any action will vary based on the unique needs of a neighborhood. For example, the action to encourage first-time homebuyers might have higher priority in a Stabilization area that wants to actively attract new owner residents than in a Conservation or Developing area where the market demand by residents seeking new home ownership is already strong.

The seven neighborhood initiatives are:

1. Strategic Assessment
2. Community Building and Organizing
3. Neighborhood Design and Infrastructure
4. Housing Quality and Variety
5. Neighborhood Economic Development
6. Personal and Neighborhood Safety

## 7. Marketing Neighborhoods

These initiatives evolved from the five issue topics identified by the Neighborhood Work Team early in the FOCUS Phase II process: Social/Organizational, Infrastructure/Physical Design, Housing, Economic Development, and Safety. These initiative areas are seen as vitally important to strengthening and creating neighborhoods that are better places to live.

### Initiative 1: Strategic Assessment

The overriding philosophy for strategic assessment is that neighborhoods are the best authorities to evaluate their strengths and needs and to direct their own futures. Strategic assessment is the initial step in a continuous improvement process for all neighborhoods to identify themselves within the general framework of the four area descriptions and to tailor short and long-range strategies that are unique to each neighborhoods' assets and challenges. A preliminary set of descriptive data and observations provides a constructive framework to help neighborhoods describe their conditions in light of the four area descriptions and create a program of strategic actions for the neighborhood, city and private sector. Through strategic assessment and continuous improvement a neighborhood can increase its adaptability to change that may occur over time due to outside market forces, development activity or many other influences. This initiative is discussed further in *Part IV: Prototype Applications, The Continuous Improvement Process*.



### Initiative 2: Community Building and Organizing

Community building and organizing directly ties to the FOCUS vision statement of putting people first in Kansas City and aims at nurturing neighborhoods to address issues effectively and comprehensively.

Community building and organizing revolves around actions that promote connectedness and responsiveness:



## NEIGHBORHOOD PROTOTYPES PLAN

- Comprehensive neighborhood strategies for human development, as well as physical development of an area
- Extensive education and involvement of neighborhood residents in the organization, planning and implementation of improvement activities
- A sense of belonging and personal responsibility-knowing your neighbor, getting involved, being aware, and being accountable
- Leadership development and empowerment-helping neighborhoods organize and cultivate leaders, creating partnerships, and sharing experiences and information among neighborhoods
- Mutual cooperation, support, and responsiveness from the City, neighborhoods and community institutions

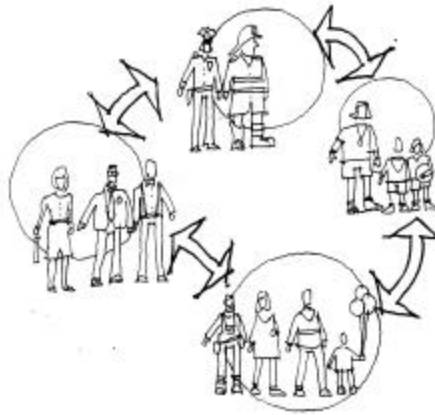
The ability of the neighborhood to effectively pursue appropriate actions depends upon the level of organization that exists. In a Redevelopment area, no organization or little capacity for neighborhood organization may exist. Therefore, actions might foster an organization or build capacity in a relatively weak organization. A Conservation area may already have an established organization that is ready to take on actions or activities that increase its capacity. A Stabilization area may benefit from a partnership with a community anchor to provide constructive youth activities or services. In a Developing area actions may target structural and organizational change that may occur as the developer of the subdivision leaves the home owners association upon significant completion of the development, thus turning organizational control over to the residents.

### *Actions*



- Use the Community Anchors Building Block as the initiative to encourage community anchors (major institutions such as hospitals, colleges, corporations or banks) to work with the neighborhood on area improvements or activities. Assistance could range from providing meeting space, youth and senior activities, special services and discounts, employment training, to physical reinvestment in the area, including landscaping of vacant lots and private residences, in the area. Swope Parkway Health Center and Health Midwest are prominent examples of community anchors partnering with neighborhood organizations.

- Ensure that neighborhoods continue to have opportunities for input on proposed development projects, zoning changes or any planning-related activities within or impacting their respective areas. This is an important consideration that must be applied to any efforts to modify the City's development process. Holding some City Council Committee meetings in the evening hours, based on issues that are of particular interest or impact to neighborhoods (e.g., to review plans for new development that would impact the neighborhood, adoption of a new area plan or rezoning cases) is one way the City can ensure opportunities for neighborhood impact.
- Compile a comprehensive directory for neighborhoods that includes a wide range of information on programs and services. A base for the development of this directory may be the database being created by Kansas City Metropolitan Library and Information Network (KCMLIN). The directory would include contact information on programs like DART (Drug Assistance Response Team), community agencies like the Rehabilitation Loan Corporation, Kansas City Neighborhood Alliance, other community development corporations, City programs, such as the Private Improvement Advisory Committee (PIAC) process or special projects like Clean Sweep as well as other services like Legal Aid. This directory would be a powerful resource for individuals, as well as neighborhoods.
- Create a "neighborhood partners" program where neighborhoods could partner to collaborate around common issues and share successfully implemented projects. The City or existing not-for-profit agencies could maintain participating neighborhoods' profiles that include history, goals, plans, achievements, characteristics and a description of each neighborhood. Through this, neighborhoods could request potential partners that match their specific needs or be available as a registered participating organization.



## NEIGHBORHOOD PROTOTYPES PLAN

Case studies of successful and unsuccessful projects or efforts could also be provided to serve as a resource or reference for neighborhoods looking for solutions to specific issues or opportunities.

- Encourage Community Development Corporations (CDCs) to expand their objectives to include comprehensive neighborhood improvement. Although housing development is a significant part of creating healthy neighborhoods, participation in planning efforts and human investment strategies should be incorporated into their goals and performance objectives for public funding.

CDCs should develop corporate partnerships and create innovative fund-raising strategies to enhance their self-sufficiency and augment current public funding. City funding for CDC's should be contingent on the CDC's actively participating in implementing the FOCUS Kansas City Plan.

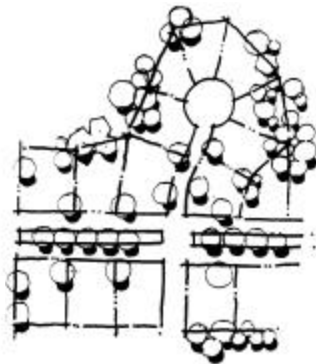


- Develop property management cooperatives that employ the skills of local residents to provide services to landlords and residents in the neighborhood. Services could include physical repairs and building maintenance.
- Utilize block-level programs for residents to inventory their skills, capabilities and needs. The intent is to initiate self-help, mutual support and exchange networks, as well as to link residents, block by block, to existing programs and services. Kansas City Building Blocks, an initiative of Local Initiatives Support Corporation (LISC) as implemented by Community Builders of Kansas City in partnership with the East Meyer Community Association, is a working example.
- Involve absentee owners, as well as renters, as a part of the neighborhood / homes association. Renters and absentee owners should be recognized and embraced as people with a stake in the neighborhood to encourage them to attach value to the neighborhood and increase responsiveness.
- Promote / support the creation of neighborhood associations that have a role in education, social activities, safety solutions, civic involvement, etc.

### **Initiative 3: Neighborhood Design and Infrastructure**

Much of the design integrity of a neighborhood lies in its ability to promote neighboring and provide access to integrated and convenient services. Physical design elements, such as open spaces, buffers between uses, boulevards and

Boulevard  
Landscaping



street trees can add value to any neighborhood. Newly developing areas present an opportunity to design quality and adding these elements can improve existing older neighborhoods as well.

Quality design also impacts the efficient delivery of services and safety. Water, sewer, transit and other systems are an integral part of sustaining neighborhood integrity. With creative site layouts, developments can maximize the number of

lots on the available land area, even at low site densities, and minimize utility extensions within and between new developments. Designing for safe environments includes creatively exploring the relationships between vehicles, people and housing in addition to incorporating measures to enhance feelings of personal safety.

Kansas Citians, without respect to their economic circumstance or the neighborhood they reside in, should have an assurance that certain minimum standards of service will be met. These minimum standards of service include basic infrastructure consisting of paved streets, water service, sanitary sewer service and storm drainage. In existing neighborhoods, where curbs and sidewalks do not exist but where the residents desire curbs and sidewalks, the City will work with them on cost and funding options. Minimum standards for infrastructure in new developments and for redevelopment of existing areas includes streets, curbs, sidewalks, water service, sanitary sewer service and storm drainage.

In a Redevelopment area, landscaped buffers that support recreation or minimize noise between residential neighborhoods and roadways or industrial activity may be a defining element for the community. In a Developing area, a commercial center should be designed to accommodate people walking or biking to it and should provide connections that not only connect buildings to parking lots, but also extend from the commercial site into the neighborhood. Rehabilitation efforts in Stabilization areas may include the restoration of physical infrastructure, the redesign of roadways or the rebuilding of architectural elements to celebrate a neighborhood's rich past or current integrity. Physical improvements must be



## NEIGHBORHOOD PROTOTYPES PLAN

viewed as not only impacting the physical realm, but also social patterns to some extent.

### *Actions*

- Create an aggressive strategy to improve unusable alleys in the city. These alleys are primarily located in older urban neighborhoods and most are overgrown with vegetation, unpaved, and sometimes sites for illegal activity or vagrancy. The reclamation of alleys could allow for quality new housing development and redevelopment in older residential areas.



These areas have streets that are relatively narrow and residents in urban areas often prefer off-street parking for safety and security reasons. De-emphasizing front garages contributes to quality housing design that emphasizes doors, porches, interaction and people rather than cars.

- Design transportation systems in neighborhoods that balance all types of travel, including pedestrians and bicycles. All residential areas should have adequate sidewalks and street widths should accommodate bike traffic. The pedestrian transportation system should be designed to protect people, as well as link people to places. The Citywide Physical Framework Plan includes specific guidelines for multi-modal oriented development.



Approaches for making neighborhoods safer for pedestrians and residents can range from the timing of traffic lights and pedestrian crosswalks to the length of corner radii. A landscaped island in an intersection that slows traffic and is an aesthetic amenity. Strategies will vary depending on different areas - off-street parking can allow for greater surveillance of the street, whereas on-street parking can provide a protective buffer between the pedestrian and moving traffic, as well as slow down traffic. Traffic calming techniques, such as narrowing roadway widths at intersections to accommodate larger pedestrian landing areas may also be employed.

- Give a high priority to the repair and initial provision of water and sewer service utilities in all existing neighborhoods. All mains, old and new, should be of adequate size and condition. The improvement of these existing infrastructure elements should be a higher priority than the extension of services into noncontiguous areas. The Citywide Physical Framework and Northland Plans also discuss the provision of utilities throughout the city.



- With citizen input, identify major illegal dumping sites, particularly in neighborhoods and develop effective strategies to deter dumping activity. Assign solid waste teams that systematically check and pick up these areas. The neighborhood must also have an integral role, which may be tailored to each neighborhood.
- Integrate new commercial development with the character, scale and style of the surrounding neighborhoods. All design, - from car washes to major hubs like the Midtown redevelopment - should “fit” with the existing character, scale and style of the neighborhood. This can be accomplished by design review procedures that utilize site and building design guidelines to create pedestrian pathways (on-site and connecting the site), as well as landscape, parking configuration, building mass and other development features. The Citywide Physical Framework Plan includes initiatives and guidelines for new development.
- Utilize neighborhood parks as neighborhood activity locations where a variety of activities take place, including recycling collection, community gardening, bulletin boards, etc. Activities must be operated with cooperation and volunteers from adjacent neighborhoods. Encourage all new residential developments to develop a neighborhood park or common space that is assessed to (included in the house price) and maintained by the new homeowners. The Northland Plan includes several initiatives for incorporating parks and open space into the urban fabric.
- Develop a “Positive Art and Graffiti” program. A pool of volunteer youth artists would work with neighborhoods where negative graffiti is an issue, and locate appropriate sites for art that reflect the neighborhood character, residents or convey positive messages.



#### **Initiative 4: Housing Quality and Variety**

Housing quality and diversity are critical to the success of a neighborhood. Poor quality structures and lack of diverse housing opportunities limit the mobility of residents and the choices where individuals can and want to live.

A variety of housing choices must be encouraged through zoning, development standards and design guidelines, such as those suggested by the Citywide Physical Framework Plan. These measures must be sensitive to the different housing types and to the need for special incentives that encourage mixed-density and mixed-use projects. Standards and guidelines should create a variety of functional places and promote high quality housing that respects the existing character in an effort to address the Quality Places to



## NEIGHBORHOOD PROTOTYPES PLAN

### Live and Work Building Block.

Modified building codes might apply to older areas or to specific areas where a creative mixed-use development is desired. Modified building codes and zoning cannot sacrifice safety, but should encourage the conservation of older neighborhoods by maintaining lower residential densities and single-family uses on smaller lots and promoting the rehabilitation of older structures.

Strategies targeted at improving housing conditions must be sensitive to the residents, renter and owner, in a particular area. Housing conditions can vary widely among owner-occupied or renter-occupied areas and evidence in many neighborhoods proves that home ownership does not necessarily ensure high or responsible maintenance. Areas with a high rental occupancy can have sound physical conditions and conversely, a neighborhood with high owner occupancy may have housing maintenance problems because the owners may live on *a* fixed-income.

### Housing Choices



### Actions

- Adopt a Rehabilitation Building Code that applies to older structures and that encourages rehabilitation by adjusting regulations that often make rehabilitation cost prohibitive. The Rehabilitation Building Code should be based on existing model codes and assure continued protection of the public health, safety and welfare in existing structures, while providing cost effective alternatives to the application of new construction codes to older historic buildings. The Urban Core, Citywide Physical Framework and Historic Preservation Plans also recommend adopting a Rehabilitation Building Code.
- Create a special overlay district for neighborhoods that have distinct quality and character, but that do not meet historic designation status. The intent is to conserve existing quality neighborhoods through the proposed Rehabilitation Building Code and proactive design of new and adjacent development. The Citywide Physical Framework, Urban Core and Historic Preservation Plans also recommend similar initiatives.

- Create a new residential zoning category to accommodate older, urban neighborhoods that desire to maintain their existing low-density, single family character. Many of these areas were originally platted with narrow lots that do not meet the existing lot requirements for low-density single-family residential zoning categories. The Urban Core and Citywide Physical Framework Plans also recommend review and revisions to the Zoning Ordinance.
- Create a one-stop assistance center to assist low-income owners with repairs and improvements related to code violations. The center would provide a central location to access existing resources such as municipal court labor, minor home repair grants, paint programs and other assistance. Municipal court labor could be proactively targeted work to full blocks, so that the impact of positive improvements will encourage residents to make improvements.
- Provide targeted incentives to encourage the conversion of single and multifamily rental units to owner-occupied units, with the objective of ensuring a balanced, healthy owner/renter mix.
- Enforce the aggressive rehabilitation, redevelopment or condemnation of dilapidated properties by improving processes for dealing with abandoned buildings so that they do not become dangerous buildings. This should include the development and adoption of proactive rehabilitation programs for upgrading these buildings and the coordination of policies to actively promote renovation of deteriorated and dangerous buildings. The Historic Preservation Plan includes initiatives for encouraging preservation.
- Explore incentives to encourage home ownership, such as reducing earnings tax for owners in designated areas of Kansas City; reviving and actively marketing the Urban Homesteading or other low-medium income initiative with similar objectives; participating in federal/state low interest loan pools; or abating/eliminating property tax for improvements or infill construction for a meaningful time period, at least five to ten years in targeted areas. The potential impact of such incentives, desired and potentially unintended, needs to be thoroughly analyzed.
- Promote the development of infill housing by encouraging the quick transfer of Land Trust properties, vacant lots and structures to responsible owners.
- Widely promote the existing availability of credits on local property taxes for small owners who invest in the rehabilitation of buildings -- a simplified

## NEIGHBORHOOD PROTOTYPES PLAN

version of 353 or tax increment financing (TIF) for the common property owner. 353 involves tax abatements, and TIF involves continued collection of taxes, but uses any increase in proceeds to pay for costs that benefit the development paying those taxes or the surrounding predefined area. The Historic Preservation Plan recommends the development of economic incentives to assist with renovation.

- Work aggressively and publicly to reduce or stop “redlining.” A committed effort will reduce such practices that still remain in real estate, insurance, property appraisal and retail delivery activities. This goal has a direct impact on new investment and financing in specific areas of the city.
- Establish a mechanism that requires a code inspection for all rental property each time a unit is rented. Inspections could be triggered by a change in the unit’s utility billing or rental advertisements. The City of Independence, Missouri has successfully implemented such a program.
- Explore the potential for capable community development corporations, neighborhood organizations or other nonprofit organizations to participate in administering the Minor Home Repair program activities in their respective areas. This would enable neighbors to assist neighbors.
- Expand homeowner education programs such as HOMEWORKS (Kansas City Neighborhood Alliance) that include training about home maintenance and repair and actual costs and frequency of routine maintenance, repair and replacements. Educating homeowners is a critical part of improving overall housing conditions in a neighborhood and minimizing minor code violations and progressive dilapidation.
- Explore ways for the City to grant capable neighborhood organizations or community development agencies the power of eminent domain. Roxbury, Massachusetts has successfully done this in the Dudley Street Neighborhood Initiative. (Reference: Building Communities from the Inside Out, Kretzmann & McKnight, 1993.)
- Expand training for neighborhoods to perform code inspections in their areas and grant neighborhoods the authority to cite violations. The Kansas City, Missouri Codes Academy is an operating example of one method to do this. Neighborhoods should be encouraged to create self-help networks where violations exist. Positive acknowledgments from the neighborhood and the City that recognize successful improvements being done, especially those done through neighbor-support efforts, are an important factor for such an action. By expanding the ability to proactively address problems (through the

assistance center for people who can not afford repairs) and a no tolerance attitude for violators at Housing Court many issues can be corrected.

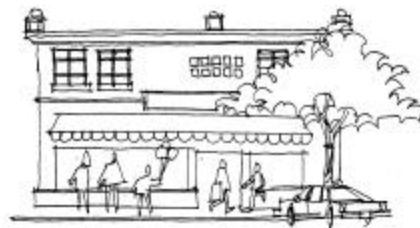
### **Initiative 5: Neighborhood Economic Development**




Commercial activity can be integrated with living environments and the perception of “neighborhood” must include not only housing, but also appropriate levels of commerce that add value to their respective neighborhoods. While large scale commercial development may be inappropriate and often undesirable in residential areas, commercial growth in the city is inevitable and tenuous relationships between these uses will continue. Small businesses near neighborhoods can provide jobs for neighborhood residents, improve the neighborhood’s desirability as a place to live, create identity, as well as provide opportunities for interaction.

Kansas City has many examples of neighborhoods that are identified with their adjacent commercial areas. These business areas many times serve as community anchors, gathering places or activity centers that connect residents within adjacent neighborhoods. This philosophy can be reintroduced in existing areas, as well as incorporated into newly developing neighborhoods. Although some specific economic development and residential actions may be approached independently, it is important for the resident and entrepreneur to recognize that their healthiness is linked as they are part of the same neighborhood. Their healthy coexistence and cooperation can be a positive influence on the whole area by providing around the clock activity, thus promoting a feeling of safety to residents and customers. If this relationship is not fully realized the aspirations of “connectedness” and “identity” are hindered.

Neighborhood associations in all areas should include neighborhood business owners - small and large - while residents in Conservation and Stabilization areas should continue to support their local businesses. Neighborhoods in Stabilization areas might continue their active role in recruiting appropriate business into the area. This initiative works in concert with the Neighborhood Centers discussion in the Urban Core component of FOCUS.



### *Actions*

- Promote all scales of business - neighborhood to corporate - that have a neighborhood connection or ethic, and make community involvement a criterion in considering new major commercial / retail development in neighborhood areas. The benefits of new business (tax base, jobs, physical improvements) must be balanced with any negative effects that the development may have on a neighborhood's fabric (increased local traffic, reduction of natural areas or incompatible design). 
- Employ proactive and aggressive efforts to attract new quality employment to the central area of the city.
- Encourage commercial rehabilitation (apartments/hotels/businesses). Condemn and give away delinquent or dilapidated structures, or provide low interest loans to persons who are committed to improving the structure and establishing a responsible use. Designate small, defined target areas to concentrate these activities.
- Create incentives that encourage employee-owned or cooperative businesses where neighbors can share in the economic benefits and responsibilities.
- Develop learning satellites in existing facilities or FOCUS Centers to increase knowledge and skills among the available neighborhood workforce. These satellites would involve free or reduced cost classes/training offered by local community colleges or institutions who could then employ local residents.
- Create or strengthen programs to assist small developers and nonprofit corporations to redevelop small-scale commercial development on urban land where previous structures have been demolished. The Urban Core Plan's Mixed-Use Center Initiatives includes similar recommendations for redevelopment.



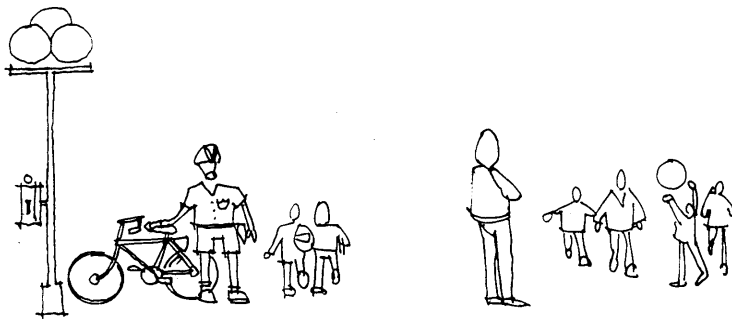
### **Initiative 6: Personal and Neighborhood Safety**

As previously discussed in *Initiative 3: Neighborhood Design and Infrastructure*, neighborhood designs must enhance the feeling and reality of personal safety. If a person does not feel safe within the neighborhood, other improvements are meaningless. Personal safety, whether a factual or perceptual issue, is a driving consideration behind the actions and choices of many people within any community.

This premise emphasizes the need to recreate or create safe neighborhoods

through design, interaction, familiarity and police/community partnerships. Street widths and turning widths that slow traffic, adequate street and house lighting, and subdivision and housing designs that put eyes on the street are all elements that can make areas safer.

In Redevelopment areas, trimming vegetation to open up views along the street or around corners to make safe places for walking may be valuable actions. Stabilization areas might form or support neighborhood patrol and crime watch programs while Conservation and Developing areas may incorporate design guidelines that eliminate hiding places, walls, gates and dead-end streets. The Citywide Physical Framework Plan includes such guidelines for quality development. Development standards should encourage designs that accommodate increased interaction through common gathering spaces and houses designed with the front door, driveway and porch oriented to improve visibility of the surrounding area and to encourage neighboring and more eyes on the street.



### *Actions*

- Integrate zoning categories to allow for a greater mix of uses. Integrating commercial and residential uses can increase pedestrian and vehicular traffic - a deterrent for crime and vandalism. During the day and early evening, commercial areas are the busiest, preventing daytime crime to residences, and in the afternoon and evening, residential areas have activity as people get home providing “eyes” for area businesses. The Citywide Physical Framework and Urban Core Plans recommend review and revisions to the existing zoning ordinance.





## NEIGHBORHOOD PROTOTYPES PLAN

- Provide grants to property owners to install external house lighting as an alternative to more street lights.
- Expand neighborhood watch programs and encourage each neighborhood to identify and publicize a neighborhood “safe” house. These should be identified with an easily visible neighborhood sign or symbol. Such programs provide the neighborhood with a greater sense of security and control by encouraging proactive involvement to ensure the safety of all residents ranging from neighborhood children to aging adults.
- Develop more visible and inviting storefront police centers that may have services or activities particularly inviting to youth. Additionally, these centers could serve as a base for implementing the community policing initiative. Ultimately, policing centers could be combined with FOCUS Centers or community centers, providing a benefit to both services.

### Initiative 7: Marketing Neighborhoods



Promoting the value and richness of Kansas City’s neighborhoods is a significant part of ensuring sustained future growth for the city. Throughout the metropolitan area, Kansas City undeniably offers the widest variety of living choices as well as intangible qualities like identity, culture and community - all marketable assets.

Unfortunately, negative perceptions of Kansas City neighborhoods are many times influenced by the media and the real estate community and even Kansas City’s own residents and metro neighbors. When the media highlights the negative incidents that occur in neighborhoods, they often do it without balance regarding the many quality opportunities, committed citizens and ongoing improvement efforts that exist in neighborhoods.



Through our neighborhoods, Kansas City has the potential to secure a greater portion of the metropolitan area market for quality housing, unique housing and affordable housing; we can claim culturally and historically significant areas, racially and economically diverse areas. As a community, we must find value in our differences - from high to low density, from old to new and traditional to modern.

There are neighborhoods and subdivisions in every part of the city that are

competitive in character, price and quality. There are unique districts that are founded on heritage and history. These special areas are tourism opportunities that are priceless threads of Kansas City's cultural fabric.

Working in partnership, the City, neighborhoods and other entities responsible for promoting Kansas City, must market the best of Kansas City's neighborhoods. Actions can range from training, distributing positive literature, advertising and community-wide activities that have broad, positive coverage and appeal to a wide cross section of residents. The Historic Preservation Plan indicates several ways to market historic neighborhoods through walking tours and other activities. Many positive and marketable attributes within each of the four area descriptions are discussed in every section of this plan, and Kansas City has a wealth of neighborhood-related assets to sell. Redevelopment and Developing areas might market their developable and utility-serviced tracts, while Stabilization and Conservation areas work to aggressively market their quality housing and urban design amenities.

### *Actions*

- Local newspaper and electronic media should sponsor a special task force that includes neighborhood representatives aimed at achieving balanced and responsible reporting as it relates to the image of the city and neighborhoods. Goals of the task force include a greater awareness and mutual understanding of the objectives of the media "business" and the aspirations of the city. A tangible outcome could include the commitment of a weekly print or radio segment that highlights neighborhoods.
- Develop a local media strategy through partnerships between neighborhoods and small, local publications. Alternative and neighborhood newspapers and magazines often have readership that is more committed and sensitive to neighborhood level issues and perspectives.

### **Responsibilities and Priorities**

Given the number of initiatives and actions identified in the Neighborhood Prototypes Plan, it is critical to identify initial responsibilities and priorities. The Responsibility Matrix in the next page provides a list of the proposed initiatives and actions with corresponding responsibilities identified for private sector entities, public sector entities or public/private partnerships. These priority actions, when implemented, will work towards the achievement of a stronger city of neighborhoods aspiring to be connected, identifiable, responsive and healthy places to live and conduct daily activities.

# NEIGHBORHOOD PROTOTYPES PLAN

## *Responsibility Matrix*

Initiative/Action	Private	City	Public	Partnerships	Type of Action	Initiate by
	Citizens, Non-Profits and Businesses		Other Jurisdictions			
<b><i>Initiative 1: Strategic Assessments</i></b>						
A. Implement the Strategic Assessment Process	■	■		■	Project	2000
<b><i>Initiative 2: Community Building and Organizing</i></b>						
A. Encourage community anchors to work with neighborhoods on improvements and activities (See the Community Anchors Building Block)	■	■		■	Project	2000
B. Provide opportunities for neighborhood input on development/planning activities		■			Policy	2000
C. Compile a comprehensive directory of programs and services for neighborhoods	■	■		■	Project	2005
D. Create a Neighborhood Partners Program	■				Project	2005
E. Expand Community Development Corporation objectives to include comprehensive neighborhood improvement	■	■		■	Project	2000
F. Develop neighborhood property management cooperatives	■				Project	

Initiative/Action	Private	Public	Partnerships	Type of Action	Initiate by
	Citizens, Non-Profits and Businesses	City Other Juris-dictions			
G. Inventory residents' skills, capabilities & needs at block level	■			Project	2000
H. Involve absentee owner and renters in neighborhood organizations	■			Project	
I. Create neighborhood associations in all neighborhoods	■			Project	
<b>Initiative 3: Neighborhood Design/Infrastructure</b>					
A. Reclaim alleys in older neighborhoods	■	■	■	Project	
B. Design neighborhood transportation system that balances all types of travel, including pedestrian and bicycles	■	■	■	Policy	
C. Give high priority to repair/provision of water and sewer service utilities in existing neighborhoods	■	■	■	Policy	2000
D. Identify illegal dumping sites and develop strategies to deter dumping activity	■	■	■	Project	
E. Integrate new commercial development with the character, scale and style of adjacent neighborhoods	■	■	■	Project	
F. Utilize neighborhood parks as activity centers	■		■	Project	
G. Develop a positive art and graffiti program, focusing on art that reflects the character of the neighborhood, residents or positive messages	■		■	Project	
<b>Initiative 4: Housing Quality/Variety</b>					
A. Adopt a rehabilitation building code		■		Legislative	2000
B. Create a special overlay district for neighborhoods with distinct quality and character that do not meet historic designation status		■		Legislative	
C. Create a new residential zoning category for older urban neighborhoods to maintain their existing low-density, single-family character.		■		Legislative	2005
D. Provide assistance for low-income homeowners with code violations through one-stop assistance center	■	■	■	Project	
E. Provide incentives for rental to owner-occupied conversion	■	■	■	Policy	
F. Enforce aggressive rehabilitation, redevelopment or condemnation of dilapidated properties	■	■	■	Project	2000
G. Establish incentives to encourage home ownership	■	■	■	Project	
H. Promote infill housing by encouraging the transfer of Land Trust properties, vacant lots and structures	■	■	■	Project	2005
I. Promote simplified versions of "353" or Tax Increment Financing for small property owners	■	■	■	Policy	2005
J. Work aggressively to reduce or stop "redlining"	■	■	■	Policy	
K. Establish a program to require code inspection for rental property	■	■	■	Project	
L. Explore potential for non-profit organization to administer minor home repair program		■		Project	
M. Expand homeowner education programs	■			Project	

# NEIGHBORHOOD PROTOTYPES PLAN

Initiative/Action	Private	Public	Partnerships	Type of Action	Initiate by
	Citizens, Non-Profits and Businesses	City Other Juris-dictions			
N. Explore granting eminent domain capabilities to community development organizations		■	■	Project	
O. Expand code inspection training and citation authority for neighborhoods	■	■	■	Project	
<b>Initiative 5: Neighborhood Economic Development</b>					
A. Make community involvement a criteria in considering new major commercial/retail development in neighborhood areas		■		Policy	2000
B. Attract new quality employment to the central area of the city	■	■	■	Policy	
C. Encourage commercial rehabilitation by providing incentives in target areas.		■	■	Project	
D. Create incentives to encourage employee owned or cooperative businesses	■	■	■	Project	
E. Develop learning satellites in existing facilities or FOCUS Centers to increase knowledge and skills of neighborhood workforce	■	■	■	Project	
F. Create or strengthen programs to assist small developers and nonprofit corporations in redevelopment efforts	■	■	■	Project	
<b>Initiative 6: Personal/Neighborhood Safety</b>					
A. Integrate zoning categories to allow more mixed-use		■		Project	2000
B. Provide external house lighting grants	■	■	■	Project	2000
C. Expand neighborhood watch programs	■			Project	2000
D. Develop visible and inviting storefront police centers		■		Project	
<b>Initiative 7: Marketing Neighborhoods</b>					
A. Create a special media task force aimed at achieving balanced reporting of neighborhood activities and issues	■			Project	2000
B. Develop media/neighborhood partnership to market neighborhoods	■			Project	2000



#### NEIGHBORHOOD PROTOTYPE APPLICATION

## *A City of Neighborhoods*

As Kansas City strives to become a strong city of neighborhoods, the community must recognize that each neighborhood is always changing. The conditions that exist today will change. Issues, needs, problems and assets will evolve through time. The magnitude and direction of this evolutionary change will be impacted dramatically by the commitment of the community, neighborhood and individual residents toward achieving the aspirations of connectedness, identity and responsiveness. These aspirations are sought through the development of livable neighborhoods and the continuous improvement process.

Throughout the FOCUS planning effort, it has been recognized that “neighborhood” is much more than the physical elements in a particular place. That importance is conveyed by the aspirations, initiatives and actions outlined in the previous section of this plan. This section of the plan seeks to reinforce the physical qualities that should be pursued as existing and future livable neighborhoods evolve and develop. Additionally, the continuous improvement process is outlined to define the roles, elements and steps necessary to successfully address changing issues, assets, and needs in neighborhoods.



### ***The Livable Neighborhood***

Livable neighborhoods have a variety of qualities and characteristics. Not all characteristics will be present in every neighborhood, but many common community elements appear over and over because of similar development patterns and demands within the marketplace. These patterns provide familiarity. We expect our neighborhoods to give us a sense of security, pride and pleasure. Neighborhoods need to feel safe and be safe. Kansas City is known for its excellent quality of life because of its safe livable neighborhoods.

The quality of life features in existing and future residential communities should be protected by active, cooperative efforts by City government and neighborhood improvement organizations. Public and private efforts should be designed to maintain or enhance the physical, social and economic well-being of a neighborhood. Generally, the city's existing neighborhoods have been built-out and have a well-established physical structure. The City is fortunate that its neighborhoods offer a variety of living environments and diversity of housing choices.



Many of these familiar physical characteristics have been outlined in the Quality Places to Live and Work—FOCUS Building Blocks. New neighborhoods can be designed to pattern the success of Kansas City's existing communities. Neighborhood celebrations will help develop a sense of community among Kansas City residents and within neighborhoods.

Everyone wants and expects their neighborhood to be a safe and friendly place to live and work. Livable neighborhoods are healthy in terms of housing conditions, neighborhood cleanliness and the health of the residents. Neighborhoods must be able to adapt and change to maintain long term viability. Modern, stand-alone subdivisions appear not to provide the sense of community that many city residents desire. In addition, neighborhoods intentionally designed to limit access to other neighborhoods and communities may have a more difficult time maintaining long-term value because of the physical limitations to change and grow. Connecting people in neighborhoods is important so that they can get to know one another, work together and have fun together.

### ***Existing Neighborhoods***

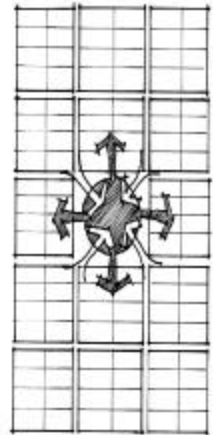
In order to preserve and protect Kansas City's vital, existing mature neighborhoods, the physical qualities of neighborhoods need to be maintained. Livable neighborhoods connect people physically and socially. Citizens need to be involved in their communities and establish guidelines for the physical preservation of their neighborhoods. Neighborhoods provide gathering places for social activities. Developing neighborhood plans and economic development strategies are key activities community residents can use to identify improvements to their areas. The following physical guidelines are recommended for citizens and the City to use when evaluating an existing neighborhood's condition during the continuous improvement process.



### **Site and Land Use Components**

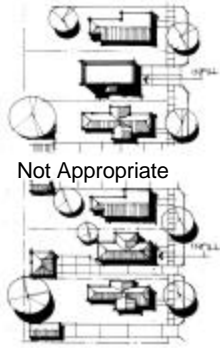
Many neighborhoods have limited undeveloped land available. These areas have physically been developed and have possibly changed occupancy many times. These communities can be strengthened by connecting to the overall Citywide framework.

- Provide connections to FOCUS Centers, where possible
- Integrate community anchors as part of overall neighborhood amenities
- Neighborhoods that are in or adjacent to pedestrian centers and have available infill sites should allow for increased densities as long as more intensive development does not adversely impact the existing community
- Design neighborhoods to accommodate different ways to travel—including automobiles, bicycles, pedestrians, and busses





- Preserve and protect existing historic resources. Reuse and conserve existing buildings



### Housing Quality and Density

In many neighborhoods the quality of the existing housing stock provides identity and a sense of security (long-term value).

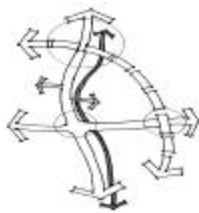
- Maintain or improve the quality of the existing housing stock. Reuse and conserve existing buildings so that the prevailing character of the neighborhood is maintained.
- Infill residential development should be compatible with the surrounding housing stock. Infill development also makes use of existing infrastructure. Compatibility is important in terms of use, design, location (setbacks), materials and size of structure.



### Infrastructure

General maintenance for older infrastructure should be given priority in capital budgets to improve the image and desirability of existing neighborhoods. The basic capital improvements outlined by the Community Infrastructure Committee of the Greater Kansas City Chamber should be provided to all developed neighborhoods. These basic capital improvements include water services, sanitary sewers, neighborhood streets, storm drainage / storm sewers and streetlights.

- Maintain existing infrastructure and provide basic utilities in areas that lack sufficient infrastructure (curbs and sidewalk, alleys, utilities, streetscapes, and roadways).



Connect Roads

### Transportation Network

- Continue to repair and replace curbs and sidewalks in all of Kansas City's neighborhoods.
- Integrate roadways into the multi-modal transportation network.
- Changes in land use should not increase traffic through a neighborhood.

### ***Future Neighborhoods***

Neighborhoods that will be developed in the future as part of the contiguous city, will need to be designed within an environmental context. The ability to leap-frog rural land and existing communities will not be as acceptable as in the past. In addition, development will need to be designed around sensitive natural land formations and habitats to protect the environment. Because of the impacts on the environment and the city's ability to maintain additional infrastructure, future neighborhoods must be designed within a changing context.



These challenges provide an opportunity for developers and designers to create solutions that minimize environmental and financial impacts. The efficient use of resources is important to the development of new communities. The physical context provides interesting design challenges.

Design with Natural Features

There are many ways to create a sense of community. Good site planning preserves the quality of the existing landscape and natural features. The site layout of a neighborhood is the plan for how the three dimensional form will evolve. Open space is often used as an important design element to provide orientation and relief. In addition, the transportation network will need to accommodate multiple modes of movement.

### **Site and Land Use Components**

The location and siting of buildings is important to the lasting value of a neighborhood. An organized collection of housing units located on a logical and understandable street network can establish a positive, lasting impression; as opposed to randomly placed houses on a myriad of dead-end streets. Neighborhoods must be thought of as more than a collection of residences within the overall physical context of the neighborhood. The manner in which a building is sited in relationship to the street edge, as well as its character and size, can create a particular perception of the livability of a neighborhood.

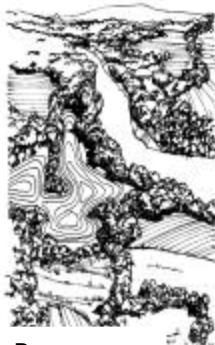


Mix of Land Uses

Neighborhoods should also include support uses, such as grocery stores or dry cleaners, that are available to meet residents' daily shopping and service needs. Institutional facilities, that could include a local school or a religious institution should also be easily accessible. For existing and future neighborhoods, there

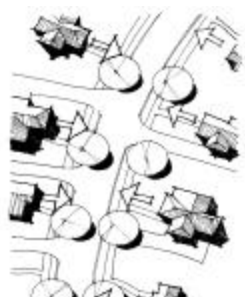
needs to be a critical mass of people for retail and institutional services. Several neighborhoods may provide the market demand for such uses and services.

Many neighborhoods are successful because the housing stock meets residents' needs. Balancing the mix of housing types and service and institutional uses is important when considering the overall structure of a neighborhood. The design concept for future neighborhoods should allow for many housing types to meet diverse needs. If only one type is provided, then the neighborhood may be unable to meet the ability of its residents to choose alternative housing when family needs change.



Preserve  
Natural  
Features

- Preserve the environmental qualities of the site to protect sensitive natural areas, landscape character and drainage patterns. Natural areas should be accessible to the neighborhood and connected to greenways where possible.
  - Manage storm water runoff on-site as part of the overall landscape and open space area within a neighborhood.
  - Site grading should reflect the predevelopment character of the site.
  - Identify an easily accessible space to provide a focal point for the neighborhood.
  - Increased densities may be appropriate at certain locations to support transit corridors.
- Establish an identifiable character for the neighborhood.



Fronts Face Street

### Residential Development

All buildings should provide variety and interest. Many building styles and design details can enhance the image of a neighborhood. Buildings should front the street and the rear of lots should back on other lots (double frontage lots should be minimized). Buildings can also be located to define open spaces within an neighborhood.

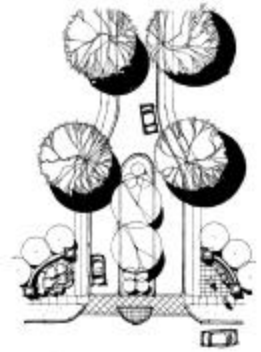
- Provide a variety of building densities and types to allow for flexibility and alternative living styles.

Locate houses parallel to the street to further define the street edge and public presence.

### Open Space and Landscape

Open space within a neighborhood can provide a variety of amenities, create value and establish identity. This might include green space for active or passive recreational use, a place to gather, visual focus or a preserved natural area. Open space can also link other neighborhoods and connect stream valleys.

- Include neighborhood gateways at major vehicular and pedestrian entries into a neighborhood. Establish a landscape theme for the neighborhood at the entries. Locate the neighborhood identification sign at the entry.
- Landscape the neighborhood to provide orientation and organization.



Landscaped I

### Streets

The design of streets within a neighborhood should provide clarity and orientation. A street is much more than concrete curbs and paving. Well-designed streets assist in creating the framework for efficient use of land. Transportation access to neighborhoods must be designed to provide a flexible system of movement. A multi-modal transportation network enables efficient automobile, transit service, bicycle and pedestrian movement.

- Design a transportation network hierarchy that is a coherent combination of walking, parking and driving areas. The network must consider alternative methods of movement.

Streets Accommodate all Transportation Modes



- Streets should have a consistent landscape treatment with sidewalks on both sides.
- Streets should form a network of regular intersections and connect neighborhoods. Continue streets through to as many neighborhoods as possible or allow for future connections where topography permits. This should be accomplished without encouraging an increase in through-traffic in neighborhoods.

### *The Continuous Improvement Process*

Individual neighborhoods understand best how to direct their own futures and how to create connections, identity, responsiveness, and neighborhood health. In order

to make good decisions, they must have good information with which they can evaluate their own strengths and needs. To provide neighborhood organizations the tools they need to assemble this information, the City, in coordination with all neighborhood groups, will assist in the continuous improvement process through three elements: strategic assessment, strategic planning (optional) and implementation. In the process which each neighborhood describes itself within the framework of the four FOCUS area types: **developing, conservation, stabilization, or redevelopment** and develops a set of actions to address neighborhood conditions.

Strategic assessment will allow each neighborhood to identify and create a specific set of strategies designed to address the needs of the neighborhood. The strategies and associated development tools will address characteristics of connectedness, identity and responsiveness. Strategic assessment will help neighborhoods, the City, community anchors and other potential investors determine assets, identify needs, establish priorities and allocate resources on an ongoing basis as living environments change.

Residents will participate in the process through an existing or newly established neighborhood organization with assistance from the city. Recognizing that neighborhoods are always changing, the assessment process requires strong resident commitment to the continuous improvement of their neighborhood. For example, a Redevelopment neighborhood can become a more desirable place to live through committed neighborhood organizations' efforts to attract and target public and private investment to improve physical conditions in the neighborhood. Likewise, a Conservation neighborhood that is experiencing minor problems may gradually lose public and private investment and become a less desirable place to live if the problems are not addressed proactively.

### ***Roles / Elements in the Process***

By establishing neighborhood commitment, the continuous improvement process provides a way for improving neighborhood livability through targeted decision making and effective neighborhood action. The continuous improvement process consists of three elements and is ongoing in nature: Strategic Assessment, Strategic Planning (Optional) and Implementation. The success of this neighborhood level effort is dependent upon the commitment of two key facilitators:

1. The Neighborhood Group: At the neighborhood level, this lead neighborhood-based group initiates the continuous improvement process. The group should be active in the neighborhood and may be a community development

## NEIGHBORHOOD PROTOTYPES PLAN

corporation (CDC), an agency, such as Neighborhood Housing Services (NHS), neighborhood or homeowners association or a business association. Its role will depend upon the level of organization already existing in the neighborhood, and its capacity to assist with implementation actions at the neighborhood level.

2. The Neighborhood Liaison/Resource Team : The liaison serves as a link between the neighborhood and a variety of resources. As City staff members, liaison(s) are assigned to the neighborhood and assist the neighborhood throughout the process. The liaison is a resource for acquiring and understanding information, and accessing technical assistance from a resource team of people within City Hall to find solutions and access information and potential resources. The team consists of staff from a variety of departments.

In addition to the key facilitators identified above, each resident's involvement is important and will insure that the following outcomes are achieved:

- Neighborhoods that see themselves as a part of the whole city, as well as a unique place within the city
- Organized, informed and action-oriented citizens
- Neighborhoods that are more desirable places to live in the future than they are today
- Improved use of scarce resources to address neighborhood needs and actions throughout the city
- Neighborhoods that are connected, responsive, have identity and are healthy

Throughout the continuous improvement process the neighborhood must meet several criteria:

- No group or individual can be excluded from the opportunity to participate
- The Neighborhood Group must be representative of the variety of interests in the neighborhood
- All research and public input tasks must follow acceptable methods

### **Strategic Assessment**

The primary emphasis of this element of the continuous improvement process is organizing and strategic assessment. During this time-frame, the Neighborhood Group contacts the City to accomplish the following primary objectives:

- Organize the Neighborhood Group if necessary
- Interface with the Neighborhood Liaison
- Conduct the strategic assessment
- Identify strategies for implementation

The following steps are undertaken in the effort to accomplish the objectives:

- Neighborhood Group contacts City Hall for Neighborhood Liaison assignment, guidance and assistance
- Neighborhood Liaison with resource team assistance prepares neighborhood profile package for the neighborhood
- Neighborhood Group identifies and begins contacting anchors, institutions, businesses, various organizations, community residents with assistance from the Neighborhood Liaison, as needed, to encourage neighborhood involvement in the assessment process
- Neighborhood Group works with Neighborhood Liaison and Resource Team to produce the neighborhood description (based upon the four FOCUS neighborhood analysis areas) and identify priority strategies for implementation

The strategic assessment is designed to be a set of exercises that can be conducted in a short period of time. The exercises are straight forward and presented in a series of steps that can be accomplished in one or two work sessions over 4 to 5 hours. The neighborhood should advertise these sessions with plenty of lead time to accommodate residents' schedules. Early announcements may be made through newsletters and regular meetings a month in advance and a more concentrated effort to notify residents may take place 10-14 days prior to the work sessions. Also the sessions should be held in a traditional meeting place, have activities for youth and incorporate snacks / refreshments. The actual format and logistics for the strategic assessment should be determined through a collaborative effort between the neighborhood group, the facilitator and the liaison. The four steps that make up the strategic assessment element are:

- Neighborhood Description
- Obstacle Identification
- Asset Inventory

## NEIGHBORHOOD PROTOTYPES PLAN

- Vision and Strategy Development

The goal of the strategic assessment is to understand the issues, needs, and assets of the neighborhood through the neighborhood description, asset inventory and obstacle identification steps, and to identify initial strategies that will most effectively match appropriate resources with existing conditions that must be addressed.

### *Step 1: Neighborhood Description (1 hour)*

**PURPOSE:** To identify and describe the general framework of existing conditions within the neighborhood based on facts and perceptions. The general description serves as a base for identifying specific assets and obstacles impacting the efforts toward continuous improvement of the neighborhood. Additionally, the description points toward the use of appropriate strategies and resources in the neighborhood.

#### **EXERCISE(S):**

**Neighborhood Mapping** -- Obtain an understanding of the perceptions of neighborhood residents.

**Description Matching** – Use factual information, perceptions and the four neighborhood descriptions to identify and describe the general conditions of the neighborhood.

**EXAMPLE METHOD:** The neighborhood description step is facilitated by a trained facilitator in a neighborhood meeting. This step contains two exercises each to be completed within 20 to 30 minutes. The initial exercise is group neighborhood mapping. [Each individual participant is provided an 11 x 17 map of the neighborhood.] This map shows the street framework and boundaries of the neighborhood. Utilizing the individual map as a reference tool. Participants are asked to indicate landmarks, paths, activity centers and various conditions that exist in the neighborhood. The facilitator may simply ask what people like or do not like in their neighborhood and to indicate the location of these items. (An expansion of this exercise may include a neighborhood tour and the recording of observations through photographs or video tape.) The facilitator notes these items on a single large map for use later in the process. This exercise assists in initially organizing the discussion for the meeting and provides information regarding the perceptions of neighborhood residents.

Additionally, a neighborhood profile sheet (a sample profile sheet is included in Appendix A) is distributed and explained to the participants for their review and



use as a resource. The neighborhood profile sheet may also provide additional citywide, regional or national comparison information. Using the neighborhood maps and the profile sheet participants are asked to think about how they would describe their neighborhood. The facilitator should introduce the profile sheet and familiarize the participants with the data. Information from the neighborhood maps and neighborhood profiles may include items such as the following to describe the neighborhood:

## NEIGHBORHOOD PROTOTYPES PLAN

- Population change
- Housing unit change
- Building / Demolition permit trends
- Owner Occupancy housing
- Housing values
- Household income
- Housing unit vacancy
- Public Assistance levels
- Unemployment levels
- Persons with high school education or above
- Crimes per 1000 persons
- Age distribution and diversity
- Persons below poverty
- Person living below poverty
- Housing Income to Housing Payment Ratio
- Incidence of Tax Delinquent Properties
- Development patterns (distribution and integration of land uses, road networks)
- Special zones / Districts (Enterprise Zone, Special Review Districts, etc.)
- Diversity of population (race, ethnicity, age, household type, etc.)
- Identifiable boundaries (major roadways, large areas of open space, physical separations)
- Accessibility (connectedness / isolation -- internal neighborhood networks/activities and external relationships to rest of the community)
- Presence of Institutions -- positive and negative
- Obnoxious / Annoyance factors (noise, odor, intensive uses, etc.)
- Level of Neighborhood Organization
- Perception of safety
- Perception of aesthetics
- General property conditions (public and private). Abandoned structures / vacant lots
- Development activity (new development, redevelopment, rezoning)
- Planning activity (neighborhood level)
- Raw developable land (with existing infrastructure)
- Re-developable land (with adequate existing infrastructure)
- Characteristics that impede development / redevelopment or increase development costs

- Deferred infrastructure maintenance
- Social service and health care providers
- Access and use of public transportation
- Community development agency
- Neighborhood-based leadership
- Organizational framework - neighborhood, homes assoc., subdivision
- Volunteerism
- Block Watch Program Participation
- Informal Structure (supporting quality of life)
- Historic and cultural significance (registered and unregistered) and designated Historic Districts
- Key goals and strategies in existing City plans (HCD, City Development)
- Survey Plan for future Historic Districts
- Natural environment characteristics. Incidence of problems (brownfields, dumping, septic tanks, flooding etc.)
- Age of neighborhood (date of annexation, age of housing, age of infrastructure)
- Physical Infrastructure conditions (i.e. storm drainage, sidewalks, parks, etc.)

Four sample descriptions are provided to the participants, these descriptions are based upon the four planning analysis area types developed through FOCUS. Sample descriptions are included in Appendix B. The participants are asked to identify which one of the four descriptions would best describe the existing conditions in their neighborhood. A general consensus is reached through a facilitated discussion and voting process. The voting process would be conducted as part of a break in the meeting. Each participant is provided two votes (one to indicate the general description that best fits the neighborhood and a second to identify the next closest description). The voting process will reveal a consensus opinion regarding the description of existing conditions in the neighborhood. As an addition to the exercise participants may be asked to expand upon the general descriptions to better describe the neighborhood character / conditions.

*Step 2: Obstacle Identification (30 minutes)*

**PURPOSE:** To identify issues, needs or problem areas that must be addressed through the continuous improvement process. Once identified the issues, needs and problem areas will be prioritized in order to focus future actions and efforts.

**EXERCISE(S):**

**Brainstorming** - To quickly identify the major issues, needs and problems impacting the neighborhood. The issues, needs and problems are prioritized through a voting process.

**EXAMPLE METHOD:** A brainstorming session is conducted in which participants are asked to provide the issues, needs and problems that they see impacting the neighborhood. Concise statements are provided in a quick manner in order to encourage broad participation and input and minimum “soap box” speeches. Comments are recorded in a bullet point format utilizing the following rules:

- Do not criticize or debate comments or individuals.
- Make short and concise statements regarding the issue / need / problem.

Within 20 minutes the brainstorming session is completed and a list of items is placed around the room for review and prioritization. (A supplemental exercise can be a survey distributed to residents who did not participate in the brainstorming session. This survey could incorporate asset oriented questions and serve to verify and enhance the public input provided in Steps 2 and 3. A sample survey is included in Appendix C) As part of a break in the meeting or at the end of the first meeting session, participants are asked to vote on the issues provided. The voting procedure can incorporate three votes per person (indicating the first, second, and third priorities for each individual). The votes are tabulated and the top priorities are revealed. The top three to five priorities become part of the basis for the strategy development step of the strategic assessment.

*Step 3: Asset Inventory (30 to 45 minutes)*

**PURPOSE:** To identify specific strengths and assets that exist within the neighborhood. These assets may serve as potential resources for implementing strategies and accomplishing actions that address neighborhood issues, needs or problems.

**EXERCISE(S):**

**Asset Survey** - To assist participants in discovering assets within or near their neighborhood. Questions are to be brief in nature and cover five different asset areas.

**EXAMPLE METHOD:** The neighborhood profile and cognitive map serve as resources for the participants. A brief survey is also provided to the participants

to assist them in thinking about or identifying potential assets and strengths in the neighborhood. The survey takes approximately 15 to 20 minutes to complete. (The survey could be expanded and distributed throughout the neighborhood to gather supplemental input from individuals not present at the meeting as noted above in Step 2. Survey results would be tabulated and provided to the neighborhood for review and comment.) Upon completion of the survey, an asset inventory list will be developed through a facilitated discussion. The inventory will be developed around the framework of five asset areas:

- **Social** - These assets include programs, organizations or skills/talents of individual neighborhood members that address community, family or individual pride, health, safety and welfare.
- **Technological** - These assets include technological resources that may be available and accessible to the public (computers, phone banks, closed circuit television, video conferencing, printing and distribution, etc.). Such items may be available through public facilities, corporate donations or resident networks and individual resources.
- **Physical** - These assets include schools, parks, street lighting, traffic control, public art (markers / gateways), landmarks, infrastructure, structures or districts that exist in the neighborhood.
- **Financial** - These assets include individual, corporate, not-for-profit and public sector monetary programs and resources that can be or have been accessed by the neighborhood to make improvements.
- **Other** - Miscellaneous items that fall outside the categories above.

Through the facilitated discussion participants will reveal the assets and identify resources that are available to assist in the implementation of strategies that are developed later in the strategic assessment.

#### *Step 4: Visioning and Strategy Development (2 hours)*

**PURPOSE:** To identify a future vision of the neighborhood and develop strategies and actions that address the top priorities of the neighborhood.

#### **EXERCISE(S):**

**Visioning** - To identify the desire of the neighborhood as it undertakes the continuous improvement process.

**Strategy Development** - To reveal potential strategies or actions that can be taken to address priorities through the use of identified assets in pursuit of

achieving the desired vision of the neighborhood.

**EXAMPLE METHOD:** The initial focus of this step is the creation of a vision of the neighborhood's future. Participants will be asked to describe their vision of the future by responding to the following questions:

- As you look down the street from your house, what do you hope to see in the future?
- As you walk or drive within one mile of your home, what do you hope to see?

Participants will be encouraged to respond with their description of the ideal scenario. This might include children playing on sidewalks, dilapidated properties cleaned up, new infill housing, safe well lit streets, pedestrian connections to near by shopping, community police officers, and other physical and social improvements that serve to address the aspirations of connectedness, identity and responsiveness. By conducting this exercise the participants verify the issues that were identified earlier, provide the foundation for a neighborhood vision statement and begin to think about the desired outcomes of the strategies that are going to be developed to address the identified priorities.

Once the visions are recorded participants will be asked to divide into focus groups with each group working on one of the priority issues. Each group will be able to utilize the information provided and developed through previous steps of the strategic assessment as a resource for strategy development. The focus groups will discuss the issue / need / problem, identify potential assets that can be utilized to address the issue / need / problem and develop a brief strategy statement with a description of actions and corresponding resources and responsible parties necessary to implement the strategy. If time allows, focus groups may work on more than one priority issue / need / problem.

The intended outcomes of the strategic assessment are:

- Neighborhood Liaison from the city is assigned to the Neighborhood Group
- The affirmation of neighborhood boundaries by the Neighborhood Group
- The formulation of a Neighborhood Group at the neighborhood level that is representative of the variety of interests that exist in the neighborhood
- A neighborhood profile is prepared for the Neighborhood Group by the Neighborhood Liaison. (The Neighborhood Group can access additional information through the liaison during this process). An example neighborhood profile sheet is provided in Appendix A.

- The Neighborhood Group and the Neighborhood Liaison/Team work together to conduct the Neighborhood Conditions Survey (Appendix B) and evaluate the input provided through the survey and the neighborhood profile sheet.
- The Neighborhood Group develops a neighborhood description based upon the neighborhood boundaries, the information in the neighborhood profile and other data made available and by public input gathered through the use of the Neighborhood Conditions Survey (Appendix C). This description provides the basis for describing the neighborhood within the framework of the four area types (Developing, Conservation, Stabilization and Redeveloping).
- Neighborhood Group with the Neighborhood Liaison/Team develops initial strategies that can be implemented to best address the priority issues and conditions identified through the strategic assessment.

### **Strategic Planning (Optional)**

A logical second element in the continuous improvement process is the development of a neighborhood strategic plan. As part of this element, the neighborhood would be involved in developing a strategic plan to guide future implementation actions. The primary objectives of this phase are to develop a neighborhood vision, incorporate findings from the strategic assessment, develop goals, objectives and strategies and create a land use component in a strategic plan format to expand upon the strategies identified through the strategic assessment. The strategic planning element could be done in conjunction with the City Planning and Development Department's existing area land use planning process.

The Neighborhood Liaison/Team would assist the Neighborhood Group to accomplish these objectives during this element:

- Reaffirm or strengthen neighborhood description
- Develop a vision summary for neighborhood review and validation
- Formulate preliminary goals, objectives and strategies for neighborhood review and validation
- Formulate implementation strategy (identifying strategy / action, time frame, estimated cost, funding source and responsibility for implementation)
- Compile a draft plan for neighborhood review and validation

The outcomes for this element include:

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- Outreach and public input efforts to include all neighborhood interests in the process – efforts may include surveys, workshops / events, calling trees, newsletters, etc.
- A neighborhood vision with realistic goals and objectives validated by the neighborhood
- Plan and implementation strategy validated by the neighborhood

Through this element, each neighborhood's activities will focus on building upon the results of the strategic assessment by identifying more specific strategies or "tools" that fit the particular needs of the neighborhood. Such tools may include:

- Standards for the size and location of sidewalks that may differ from neighborhood to neighborhood, depending on the specific character of the area
- Revised land use plan
- Zoning overlay districts that allow older neighborhoods to retain their low-density residential character
- Conservation districts with historic assets but with less integrity than historic districts require
- Historic District designation
- Facade and landscaping easements that help protect neighborhood assets
- Specific landscaping requirements related to the character of the area
- Urban design standards that help create identity and that help preserve the unique identity of the area
- Specific building and maintenance guidelines for residential and nonresidential rehabilitation, and for creative reuse of older buildings
- Tax credits or tax abatement for property rehabilitation
- Neighborhood Improvement Districts that encourage property rehabilitation
- Comprehensive social and human service delivery at the neighborhood-level to better deliver social services
- Access to a human investment information network that includes a referral system containing information on programs from all providers



- Enhanced opportunities in the surrounding area for lifelong learning

### **Implementation**

Implementation is action oriented, focusing on the implementation of the tools and strategies identified during the strategic assessment and strategic plan elements. The primary objectives include: adoption of a plan for implementation of the tools and strategies, implementing strategies and actions, monitoring progress on implementation, neighborhood driven improvement and continuous evaluation and update of the plan and implementation strategies based on accomplishments and changes in the neighborhood.

The steps necessary for achieving these objectives include:

- Neighborhood Group and Neighborhood Liaison/Team seek to address identified issues and conditions proactively
- City incorporates applicable strategies for improvement into Capital Improvements Program (CIP), budgetary and other program and service processes
- Neighborhood Group implements tools/strategies for which they are responsible
- Neighborhood Group monitors activities, evaluates progress and recommends changes to implementation tools/strategies for neighborhood review and validation
- Annual updates validated by neighborhood are provided to the City Council for adoption
- Adopted updates are incorporated into Capital Improvements Program (CIP), budgetary and other programs and service processes

The success of implementation can be measured through the following achievements:

- Implementation strategies are adopted by the City Council
- Implementation strategies become a formal part of Capital Improvements Program (CIP), Budget, Public Improvement Advisory Committee (PIAC), housing, special project, Community Development Block Grant (CDBG) and other program / funding considerations and decision making processes

- Implementation tools/strategies become a catalyst for continuous improvement through effective monitoring, evaluation and update process

### **Implementing the Process**

Within every community there exist areas that require different types of treatment in order to become, or remain, a viable part of the total community. Identifying areas with different needs through strategic assessment indicates, the general status and possible actions necessary to attack and prevent neighborhood blight and promote quality development. A primary goal of FOCUS and the Neighborhood Prototypes Plan is the provision of appropriate services and programs in appropriate locations. These resources matched appropriately with the four area types indicate where implementation may be most effective based upon the area descriptions.

Blight conditions are manifested through the incapability of the community to identify and treat causes proactively. Besides the physical quality of an area, there are social and economic factors that contribute to its degradation or stabilization. A successful strategic assessment process will identify potential causes and suggest methods to appropriately address area needs in order to prevent the expansion of blight, protect stable areas in the future, promote appropriate new development and conserve natural and cultural resources.

The description of neighborhoods within the framework of the four area types is dependent upon the strategic assessment of factors, such as housing conditions, vacancy rates, property ownership characteristics, property values, population growth/decline trends, physical infrastructure conditions and other factual and perceptual environmental, social and economic characteristics. Through the information in the neighborhood profile and the results of the strategic assessment step in the continuous improvement process, neighborhoods will indicate the area type that best describes the current conditions. Example program or action recommendations for each area type are provided in Appendix D. This menu indicates examples of existing and potentially new resources that may be utilized to accomplish stated objectives, build on identified strengths or address specific needs of the neighborhood.

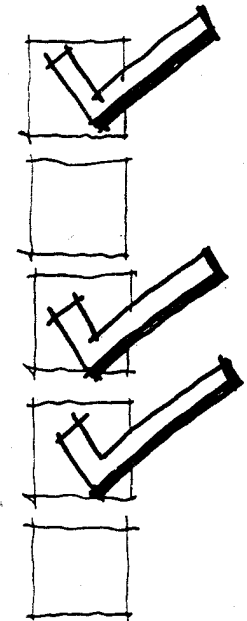
It must be recognized that various neighborhoods have different levels of organizational capacity to carry out the strategic assessment step within the continuous improvement process. To foster the equitable application of targeted resources throughout Kansas City the demographic neighborhood profile generated by the city may be utilized as a starting point for decision making in regard to resource allocation. This is vitally important in order to include areas

with no or a weak organization as they work with the city and existing neighborhood advocate groups to build capacity while simultaneously benefiting from the targeted distribution of resources to all areas of the city.

Implementing the continuous improvement process has significant implications for the City, the community and, of course, neighborhoods. What makes this approach significantly different from past neighborhood initiatives is that it will:

- Impact the structure and philosophy in City Hall, specifically in how proactive and responsive City personnel are in targeting and addressing neighborhood needs
- Revise the criteria the City uses to distribute public resources and programs by use of the strategic assessment element
- Assist Kansas City's private, not-for-profit and corporate sectors' efforts toward strategic community reinvestment

Together, these impacts will greatly enable any neighborhood in the city to chart a path towards a healthy future. The success of the strategic assessment relies on its clear and meaningful application, the opportunity for **quick, doable successes** and the evidence of effective, sustaining change in an area. A neighborhood should embark on this process with the aspiration to learn more about its residents as neighbors and itself as a place. Neighborhoods will also understand that what they “get” as a result of their initiative is a greater opportunity to become and remain healthy given the concerted actions of the whole community, public and private.



# Appendix A

## NEIGHBORHOOD PROFILE SHEET

### DEMOGRAPHIC INFORMATION

	#	%		#	%
<b>Population</b>			<b>Income</b>		
		% Change			HH Income
		Children under 18			HH receiving Public Assistance
		Adults 65 and older			Persons Below Poverty
					HH Income to Housing Payment
<b>Household(s)</b>			<b>Housing</b>		
		Married with Children			Housing units
					% Change
<b>Crime</b>					Median Value
		Total Offenses			Vacant
		Violent Offenses			Owner Occupied
		Non-Violent Offenses			
<b>Education</b>			<b>Development</b>		
		Adults 25 and older			New Residential Permits
		High School Graduates			Demolition Permits
		College Graduates			Rehabilitation Permits
<b>Labor</b>					
		Adults in Labor Force			
		Unemployed			

### PHYSICAL CONDITIONS / COMMUNITY RESOURCES

#### Community Facilities

Parks  
Fire Stations  
Recreation Centers  
Schools  
Day Care Facilities  
Colleges  
Places of Worship

#### Neighborhood Organizations

Homeowners Associates  
Neighborhood Associations  
Business Associations  
Institutions  
CDC's  
Block Clubs

#### Infrastructure Age/Condition/Availability

Streets  
Water  
Sewer  
Storm Water  
Sidewalks  
Street Lighting  
Streetscape (trees, etc.)  
Building Conditions

#### Community Resources Implemented

CDBG  
TIF & Tax Abated Development  
Benefit Districts  
Loan Programs  
Capital Improvement / Enterprise Funds

# *Appendix B*

## **GENERAL NEIGHBORHOOD DESCRIPTIONS**

### **Blue**

My neighborhood has the potential to meet the market demand for new housing, commercial activity and employment. Much of the building in the area has happened during the last few years. The development pattern is not very dense. Subdivisions are usually developed on less than 80 acres of land and many times are not well connected. This development may be scattered and sometimes is located along two-lane unimproved roads.

More investment is needed to expand or provide infrastructure and amenities. Often many automobile trips are required to get to employment, shopping or entertainment areas. It is anticipated that many of these items will be located closer to the neighborhood as growth continues. Community facilities such as parks, schools, places of worship and libraries are currently being built or planned. These items, along with water, sewer and road extensions, are needed to accommodate the population and housing growth around the neighborhood. Since my neighborhood is relatively new, a neighborhood organization is just getting started or doesn't exist yet.

### **Orange**

My neighborhood has been developed for some time. Established businesses and institutions are located in the neighborhood. Places of worship, schools, recreational and entertainment facilities, and businesses provide many opportunities near my home.

Tree-lined streets, historic structures or qualities, public art and/or other amenities characterize the neighborhood and give it a sense of place. Most of the houses are occupied. Little demolition has occurred here and vacant land is scarce.

It appears that both public and private areas are well-maintained, although a house or business periodically falls into disrepair from a lack of routine maintenance (painting, yard upkeep, awning repair, etc.). Some infrastructure repairs may be needed to keep the neighborhood attractive. Generally the problems that do come up can be addressed by our neighborhood association, by a call to the City, or through neighbors getting together to help one another.

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### **Purple**

My neighborhood has been developed for some time. Several of the businesses and institutions located in the neighborhood may be changing, either recently expanding, scaling back services, just moved into the neighborhood or considering moving to another location outside the neighborhood. Places of worship, schools, recreational and entertainment facilities, and businesses provide opportunities near my home.

Tree-lined streets, historic structures or qualities, public art and/or other amenities characterize the neighborhood and give it a sense of place. Due to age, several of the streets and sidewalks need repair or replacement and the water and sewer services may also need to be upgraded. More houses, businesses, and public areas appear to lack routine maintenance (painting, yard upkeep, tree trimming, awning repair, etc.) or are vacant. Such conditions are impacting the value of my property and I don't know if I want to invest more money in the property.

Problems are starting to add up and are becoming harder to fix through our neighborhood association, a call to the City, or neighbors getting together to help one another. There are good aspects to the neighborhood but there are also problems that need to be addressed if the neighborhood is going to continue to be a place I want to live.

### **Green**

I have watched my neighborhood decline for many years now. The commercial areas are not as vibrant with activity as they used to be. Many residents, businesses and institutions have moved away. Many of the homes and businesses have fallen in disrepair and vacant and/or boarded up homes and buildings are noticeable throughout the neighborhood.

Basic infrastructure, such as streets, water/sewer service and sidewalks, has fallen in disrepair. There are parts of the neighborhood that are inadequately served by basic infrastructure. There is potential for major redevelopment, perhaps by assembling vacant lots concentrated in the area and by improving the existing infrastructure. Some existing homes and businesses could be rehabilitated as part of the redeveloped area, but some will have to be demolished and cleared to make way for new homes and businesses.

Few committed residents remain in the neighborhood. With significant changes, as well as a strong commitment from the residents and others in the community, this neighborhood will once again become viable.

# Appendix C

## FOCUS NEIGHBORHOOD CONDITIONS SURVEY

Please circle the answer that best describes your neighborhood.

1. Do you own or rent the residence in which you live?
  - a) Own
  - b) Rent
  - c) Other \_\_\_\_\_
  
2. Why do you live in this neighborhood? (Check the three main reasons.)
  - ( ) Affordable housing
  - ( ) Diversity of lifestyles
  - ( ) Availability of social services
  - ( ) Convenient location
  - ( ) Safe place to live
  - ( ) Well-maintained homes
  - ( ) Quality schools
  - ( ) Parks and recreation
  - ( ) Close to our place of worship
  - ( ) Close to family and friends
  - ( ) Its historical value
  - ( ) Other \_\_\_\_\_
  
3. How concerned are you about the following issues in your neighborhood:  
(Check one for each item)

		Very Concerned	Concerned	Not Concerned	Don't Know
a.	General neighborhood appearance	( )	( )	( )	( )
b.	Maintenance of homes and apartments	( )	( )	( )	( )
c.	Appearance of neighborhood	( )	( )	( )	( )
d.	Business establishment	( )	( )	( )	( )

# NEIGHBORHOOD PROTOTYPES PLAN

- |    |                          |     |     |     |     |
|----|--------------------------|-----|-----|-----|-----|
|    | s                        |     |     |     |     |
| e. | Litter                   | ( ) | ( ) | ( ) | ( ) |
| f. | Parks and recreation     | ( ) | ( ) | ( ) | ( ) |
| g. | Traffic issues           | ( ) | ( ) | ( ) | ( ) |
|    | Education                |     |     |     |     |
| h. | Crime and safety         | ( ) | ( ) | ( ) | ( ) |
| i. | Gang Issues              | ( ) | ( ) | ( ) | ( ) |
| j. | Drug & alcohol abuse     | ( ) | ( ) | ( ) | ( ) |
| k. | Senior citizen issues    | ( ) | ( ) | ( ) | ( ) |
| l. | Youth issues             | ( ) | ( ) | ( ) | ( ) |
| m. | Child care               | ( ) | ( ) | ( ) | ( ) |
| n. | Racial discrimination    | ( ) | ( ) | ( ) | ( ) |
| o. | Increase in poverty      | ( ) | ( ) | ( ) | ( ) |
| p. | Employment opportunities | ( ) | ( ) | ( ) | ( ) |
| q. | Other                    |     |     |     |     |

4. Pick three items from question #3 that you think need immediate improvement. Write the letter below.

( ) ( ) ( )

5. Is street lighting adequate on your block?

( ) Yes

( ) No

6. What amenities and services are available in your neighborhood?

- a) Library (s)
- b) Movie Theater (s)
- c) Grocery Store
- d) Shopping Mall (s) stores
- e) Barber Shops/Beauty Salons
- f) Banks
- g) Dry Cleaners
- h) Pharmacy (s)

7. How important are these amenities and services to your neighborhood?

- a) Very important



- b) Important
  - c) Not very important
8. What is the socioeconomic level of your neighborhood?
- a) Upper income level
  - b) Middle income level
  - c) Lower income level
  - d) Mixed income
9. How diverse is your neighborhood?
- a) Mostly the same racial/ethnic background as myself
  - b) Somewhat diverse
  - c) Very diverse
  - d) Segregated
10. How much community development has taken place in your neighborhood in the last two to five years (housing, apartments, shopping centers, restaurants, etc.)
- a) A lot of development
  - b) Some development
  - c) No development
11. How would you rate the infrastructure of your neighborhood (street or road condition, bridges, water and sewer, sidewalks; curving and gutters)?
- a) Good
  - b) Fair
  - c) Poor
  - d) Please explain \_\_\_\_\_
12. How would you rate the city services in your neighborhood (trash removal; street lighting shrub/tree removal etc.)?
- a) Good
  - b) Fair
  - c) Poor
  - d) Please explain \_\_\_\_\_
13. How would you rate the general property up-keep/maintenance in your neighborhood?
- a) Good
  - b) Fair
  - c) Poor

NEIGHBORHOOD PROTOTYPES PLAN

d) Please explain\_\_\_\_\_

14. Are there programmed activities for senior residents in your neighborhood?

a) Yes

Do you participate in these programs ( ) Yes ( ) No

b) No

15. If you have a Neighborhood Association/block club, rate its effectiveness?

a) Good

b) Fair

c) Poor

d) No association/block club

16. Are there businesses in your neighborhood that provide employment for residents of the neighborhood?

a) Yes

b) No

c) Not sure

17. How would you rate commercial areas in or near your neighborhood on the following issues? (Check one for each item)

	Excellent	Good	Fair	Poor	Don't Know
a) Availability of jobs	( )	( )	( )	( )	( )
b) Appearance and Maintenance	( )	( )	( )	( )	( )
c) Variety of goods and services	( )	( )	( )	( )	( )
d) Quality of good and services	( )	( )	( )	( )	( )
e) Affordable living	( )	( )	( )	( )	( )
f) Relationship with neighborhood	( )	( )	( )	( )	( )
g) Socially responsible	( )	( )	( )	( )	( )
h) Convenient and accessible	( )	( )	( )	( )	( )
i) Sensitive to the environment	( )	( )	( )	( )	( )
j) Supportive of activities/events	( )	( )	( )	( )	( )
k) Other					

18. How far are you from the nearest Police Station?
- a) 1-2 miles
  - b) 2-5 miles
  - c) 5-10 miles
  - d) Over 10 miles
19. Please rate your level of satisfaction with police services in your neighborhood.
- a) Very satisfied
  - b) Satisfied.
  - c) Not satisfied
  - d) Please explain
20. How would you rate transportation issues in your neighborhood?.
- |   | Major<br>Problem | Minor<br>Problem | Not a<br>Problem | Don't<br>Know |
|---|------------------|------------------|------------------|---------------|
| a) Amount of traffic on your streets    | ( )              | ( )              | ( )              | ( )           |
| b) Speeding vehicles                    | ( )              | ( )              | ( )              | ( )           |
| c) Traffic congestion                   | ( )              | ( )              | ( )              | ( )           |
| d) Traffic noise                        | ( )              | ( )              | ( )              | ( )           |
| e) Parking availability                 | ( )              | ( )              | ( )              | ( )           |
| f) Bus service and shelters             | ( )              | ( )              | ( )              | ( )           |
| g) Commuter bikeways                    | ( )              | ( )              | ( )              | ( )           |
| h) Truck traffic on residential streets | ( )              | ( )              | ( )              | ( )           |
| i) Street conditions                    | ( )              | ( )              | ( )              | ( )           |
| j) other                                |                  |                  |                  |               |
21. How would you rate the quality of life as it relates to services and amenities in your neighborhood?
- a) Good
  - b) Fair
  - c) Poor

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22. How available are the following for youth in your neighborhood?

	Very Available	Available	Not Available	Don't Know
a) Jobs	( )	( )	( )	( )
b) After school activities	( )	( )	( )	( )
c) Protection from crime	( )	( )	( )	( )
d) Teen counseling center	( )	( )	( )	( )
e) Drug and alcohol prevention	( )	( )	( )	( )
f) Control of gang activities	( )	( )	( )	( )
g) Graffiti control groups	( )	( )	( )	( )
h) Having a voice in community matters	( )	( )	( )	( )
i) Education opportunities	( )	( )	( )	( )
j) Summer activities	( )	( )	( )	( )
k) Weekend programs	( )	( )	( )	( )
l) Parks and recreation	( )	( )	( )	( )
m) other				

23. What is the population make up of your neighborhood

- a) Mostly families with school age children
- b) Mostly families with no children
- c) Mostly singles
- d) Mostly seniors
- e) Mixed population

24. How far do you go to attend your place of worship?
- a) 1-2 miles
  - b) 2-5 miles
  - c) 5-10 miles
  - d) More than 10 miles
  - e) Not applicable
25. Are there an abundance of vacant houses or buildings in your neighborhood?
- a) Yes
- Please explain \_\_\_\_\_
- b) No
26. If there are businesses in your neighborhood or community. how would you rate upkeep and maintenance?
- a) Good
  - b) Fair
  - c) Poor
  - d) No businesses
27. Has property value increased or decreased within the last three to five years?
- a) Increased
  - b) Decreased
  - c) Has remained stable
  - d) Not sure
28. What are the strengths of your neighborhood? (Check as many as apply)
- a) Affordable housing/rental property
  - b) Services and amenities available
  - c) Safe and secure place to live
  - d) Property appearance
  - e) Convenient location
  - f) Quality schools
  - g) Diverse neighborhood
  - h) Close to our place of worship
  - i) Close to family
  - j) Stability
  - k) Resale value
  - l) Other \_\_\_\_\_

NEIGHBORHOOD PROTOTYPES PLAN

29. Given what you know, what are the three priority concerns for your neighborhood?

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30. What are your three greatest assets?

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# ***Appendix D***

## **GLOSSARY FOR FOCUS PLAN**

**Activity centers** - Areas of the city with a concentration of attractions and activities, which may include any combination of offices, manufacturing facilities, retail stores, residences, institutions, entertainment and recreation. Also referred to as "Hubs".

**Adaptive re-use** - The renovation of a building to serve a use other than the one for which the building was originally constructed, e.g., the conversion of a school to apartments or a warehouse to offices.

**Affordable housing** - Housing where the occupant pays no more than 30 percent of gross income for gross housing expenses, including utilities.

**Arterial Street** - Roadway designed for large traffic volumes and moderate- to high-speed travel, providing access through and around cities and regions and/or linking major activity centers within the city. Arterials are classified as primary or secondary according to the volume of traffic conveyed. See "Primary Arterial" and "Secondary Arterial."

**Area Transportation Authority (ATA)** - Metropolitan organization in the Kansas City area responsible for providing public transportation.

**Blight** - Portions of the city which the City Council determines that, by reason of age, obsolescence, inadequate or outmoded design or physical deterioration, have become economic and social liabilities and where the conditions are conducive to ill health, transmission of disease, crime or inability to pay reasonable taxes.

**Boulevard** - As defined by Kansas City's *Plan for Major Parks, Boulevards, Parkways, and Greenways*, "A boulevard is conceived as a wide formally designed street of distinguished character with a broad right-of-way, often with a substantial median, and with formal landscape effects. It is normally bordered by residences and makes connections with most intersecting streets."

**Brownfields** - A piece of property, usually industrial, that is unused or underused due to real or perceived environmental problems, such as soil or groundwater contamination.

**Building Blocks** - The FOCUS Building Blocks are Kansas City's twelve strategies to develop a successful model for a new American City by building a connected city. Connections are physical, social, economic, technical and people-oriented. These strategies provide the foundation for all the specific recommendations in the seven component plans that comprise FOCUS.

**Capital Improvements** - A permanent addition to the city's physical assets including structures, infrastructure (sewer and water lines, streets), and other facilities, e.g., parks and playgrounds. May include new construction, reconstruction or renovation that extends the useful life. The cost of land acquisition, design, construction, renovation, demolition, and equipment are all included when calculating capital expenditures.

**Chapter 353 or "353"** - Missouri State redevelopment law which allows cities to establish incentives to improve blighted areas. Incentives, which aim to stimulate private investment, may include tax abatement and granting of the power of eminent domain to a developer to acquire properties and carry out activities according to a development plan approved by the City.

**Citizen Access and Communication Building Block** – One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes initiatives that will make information available and accessible to citizens, thus increasing communication between citizens, businesses and government.

**City** - The government of the City of Kansas City, Missouri. Includes any of the various boards, agencies, commissions, and official bodies.

**City Life Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block recognizes the importance of culture and entertainment, which enrich the quality of life and make Kansas City a unique and urbane community.

**City Plan Commission** - An eight-member commission appointed by the Mayor to oversee the planning and development of the city. The Commission's role and function is to make recommendations to the City Council planning and zoning matters. On rezoning cases, subdivisions, area or neighborhood plans, and most



planning activities, the Commission must hold public hearings and submit a recommendation to the City Council on development cases.

**Citywide Physical Framework Plan** - One of the seven Focus component plans developed during Phase II. This plan addresses the character of future growth, development and redevelopment, along with capital and infrastructure needs for the city. It also provides strategic land use planning guidelines

**Clean Sweep** - Program for delivering City services in the priority and manner determined by the community. Clean Sweep is done in a partnership between Citizens, Businesses, Institutions, and the City.

**Cluster Development** - A residential development designed to preserve open space by clustering homes on a portion of the property, leaving the remainder as open space.

**Collector Street** - Roadway designed to carry moderate volumes of traffic and “collect” vehicles, funneling them to arterial streets. Collector streets provide connections between arterial streets.

**Community Anchors** - Important organizations within a neighborhood or the city which contribute significantly to the quality of life and economy in that area. They may be strong organizations, businesses or institutions that provide a strong presence in the community.

**Community Anchors Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. The Building Block includes initiatives that enable businesses, institutions, organizations and neighborhoods to work in a cooperative manner to ensure their well-being and success and to implement FOCUS.

**Community Development Block Grant (CDBG)** - A Federal funding program that provides annual funding to eligible local governments for housing, community revitalization, development programs and social services, particularly in low- and moderate- income areas.

**Community Development Corporations (CDCs)** - Not-for-profit development organizations established to redevelop and revitalize housing and commerce and provide services in a particular area of the city.

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**Community Infrastructure Committee (CIC)** - Citizen committee established by the Greater Kansas City Chamber of Commerce in 1995 and charged with the responsibility of assessing how Kansas City, Missouri can better address its infrastructure needs with particular attention given to developing strategies and mechanisms for resolving the City's deferred maintenance backlog. The committee developed a framework of policies, procedures, systems, and mechanisms aimed at improving the overall administration of the Capital Improvement Program including its planning, decision making, funding, and monitoring processes. The CIC worked closely with the Citywide Physical Framework Work Team and their recommendations are included in the FOCUS Citywide Physical Framework Plan and the Governance Plan.

**Community Impact Statement** - A process designed to evaluate major expenditures and investments by the City. This process is proposed in the FOCUS Governance Plan.

**Community Improvement District (CID)** - A district established to allow private parties, by vote of a majority of landowners within the district, to assess a special tax on themselves for improvements and services that benefit the entire community.

**Community policing** - Program linking police with neighborhoods and social service agencies in an effort to increase positive and preventive citizen-police contact and interaction, reduce crime and increase visibility and service.

**Compact Development** - Pattern of development in which structures and uses are located in close proximity to one another. In areas of the city that are developing, compact development refers to development that is contiguous or adjacent to existing development. See "Contiguous Development."

**Competitive Economy Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block outlines strategies for providing Kansas Citians with the opportunity to thrive and succeed in a rapidly evolving and highly competitive economic system. Employment training, education, transportation, incentives for businesses, business retention, and business assistance activities are some of the components of our economic strategy.

**Connecting Corridors Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes recommendations to strengthen and create a variety of corridors in Kansas City. Cultural, entertainment, employment, transit and environmental corridors, among others, are addressed in this Building Block.

**Conservation Areas or Neighborhoods** - One of four neighborhood types developed in the FOCUS plan. This term describes neighborhoods that contain any age and type of development that is in good condition and of good quality with a strong market. The actions needed are to keep these areas stable, and to predict and address any emerging negative trends in order to avoid potential problems.

**Contiguous Development** - Development of tracts of land in areas immediately adjacent to existing development.

**Cul-de-sac** - A local street with only one outlet and having an enlarged area for the safe and convenient reversal of traffic movement.

**Density** - Term used to describe the amount or intensity of development on a tract of land. Density is generally measured in two ways: as the ratio of housing units to total land area (e.g., dwelling units per acre) or as the ratio of total building floor area to total land area or Floor Area Ratio (FAR) (e.g., a FAR of 2:1 means that the total square feet of building area is twice the total square feet of land area.)

**Design Guidelines** - A set of policy statements used to direct or guide the external features of a development, as well as the relationships within the development site and between the development and adjacent uses, in order to promote quality places.

**Developing Areas or Neighborhoods** - One of four neighborhood types developed in the FOCUS plan. This term describes areas located throughout the city where there are major expanses of land that have never developed, areas where development is imminent, and where some new development has occurred in recent years. The actions needed in these areas are related to planning considerations for new development and to the construction of new/adequate infrastructure.

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**Development Pattern** - Configuration or organization of the built environment.

**Diversity** - Differences between groups in terms of age, gender, culture, race, ethnicity, income, religion or disability.

**Down-Zoning** - Rezoning of a property to a lower density or intensity, i.e. from a commercial to a residential, or from a multifamily to a single-family zoning district.

**Downtown Loop** - Area of the Urban Core that is defined and contained within the I-35/I-70 highways. Its distinguishable skyline and the agglomeration of commerce, civic and other activities make the Downtown Loop an essential component of Kansas City.

**Environmental Stewardship** - Responsible use and management of natural resources and energy.

**FOCUS** - "Forging Our Comprehensive Urban Strategy" or FOCUS, is the name of Kansas City, Missouri Strategic and Comprehensive Plan.

**FOCUS Center** - A neighborhood-based facility providing a range of services to local residents. See the FOCUS Centers Building Block.

**FOCUS Centers Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block proposes the creation of neighborhood-based facilities to provide citizens with information and services. FOCUS Centers would be created through partnerships between the City, businesses, community anchors and community groups.

**FOCUS, Phase I: The Policy Plan** - Completed in 1994, Phase I of FOCUS provides a vision statement for Kansas City and fourteen supporting Principles for Policy. The vision statement emphasizes putting people first in all decisions.

**FOCUS, Phase II: The Strategic and Comprehensive Plan** - Phase II consists of the seven technical component plans of FOCUS. These are: Citywide Physical Framework Plan, Neighborhood Prototypes Plan, Preservation Plan, Urban Core Plan, Northland Plan, Human Investment Plan, and the Governance Plan. These seven plans are integrated with one another through the FOCUS Building Blocks.

**Gateway** - Major point of arrival into the city, or a particular part of the city, such as a neighborhood or business district. A gateway can either mark the physical entrance to the area, or it can mark the location where most people would feel they have entered an area, such as the first point along a major roadway where a person can see the downtown skyline of Kansas City.

**Governance Plan** - One of the seven FOCUS component plans developed during Phase II. The plan sets out specific strategies for improving city services, establishing and maintaining the financial health of the city, strengthening citizenship and metropolitan cooperation. The plan also provides a framework to insure implementation of the FOCUS initiatives in the other FOCUS component plans.

**Great Streets** - A concept that promotes the concentration of new development and/or rehabilitation activity along specific corridors linking key activity centers across the community.

**Greenspace** - Land not available for construction and designated for conservation, preservation, recreation or landscaping.

**Greenway** - A continuous corridor of open (green) space that is preserved and not development. Greenways offer a variety of benefits, such as recreation, bicycle/pedestrian movement, and preservation of wildlife habitat along with other natural resources.

**Healthy Community Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block incorporates “partnership” and ”prevention” as strategies to help people achieve their full potential and addresses health issues, homelessness, racial intolerance, and other barriers.

**Heart of the City** - See “Urban Core.”

**High density housing** - Generally includes apartment buildings over six stories in height, with more than 75 dwelling units on an acre of ground.

**Housing Choice** - Refers to the availability of a variety of types and locations of housing. Housing can vary according to size (e.g., number of rooms or stories),

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style (e.g., bungalow, construction frame, two story, ranch), type (e.g., single family versus multi-family or duplex), location (e.g., urban versus suburban), price and other characteristics.

**Human Investment Plan** - One of the seven FOCUS component plans developed during Phase II. The plan outlines recommendations related to life-long education, retaining and encouraging diversity, equipping citizens for the changing work environment, job retention and expansion strategies, programming for stimulating interest in culture and the arts, as well as, practical life skills for Kansas City's youth, and enhancing Kansas City as a place of excellence, creativity, celebration and unity.

**Identity** - The distinguishing character or elements of a place, neighborhood, commercial area or any other part of the city. See also "Sense of Place."

**Impact fee** - Fees charged to a developer to cover the costs that a development imposes on the community.

**Incentive** - Inducement provided by government to encourage development of a certain type or in a certain area. Examples include tax abatement, tax reduction, power to condemn and acquire property, density bonuses, etc. The term "highest incentive" is used in the FOCUS Plan to indicate the most significant incentives, to be offered businesses or developers who meet a specific list of criteria.

**Infill development** - Development of vacant or underutilized properties within predominantly built up neighborhoods and commercial areas.

**Infrastructure** - The basic facilities and equipment necessary for the effective functioning of a city, such as the means of providing water service, sewage disposal, telephone service, electric and gas connections, and the street network.

**Intelligent Transportation System** - A transportation system employing technology designed to increase the carrying capacity of existing roadways (e.g., actuated traffic signals based upon real time traffic flow).

**Investing in Critical Resources Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block outlines the city's fundamental responsibilities: to protect the lives and property of Kansas Citizens, to be

responsible stewards of the public's capital assets, and to safeguard the natural environment. Commitment of resources and investments in these basic and essential services is one of the highest priorities for Kansas City.

**Kansas City Register of Historic Places** - The list of buildings, structures, sites and objects in Kansas City that have been recognized by the City Council for their architectural, historical, cultural or aesthetic significance. See "Landmarks Ordinance."

**Land Use** - A description and classification of how land is occupied or utilized, e.g., residential, office, parks, industrial, commercial, etc.

**Land Use Regulations** - Ordinances and resolutions which govern and direct development of land in a city. Examples include Zoning and Subdivision Regulations.

**Landmark** - Urban design feature serving as a visual focal point and source of community identity.

**Landmarks Ordinance** - The section of City Code that defines and establishes the Kansas City Register of Historic Places, the Landmarks Commission and the powers of the Landmarks Commission.

**Leapfrogging** - Development of a tract of land located well beyond previously developed areas, leaving undeveloped land in between. Utilities, infrastructure, police and fire protection and other public services must be provided to these "leapfrog" developments, making them costly to the City and to other taxpayers.

**Life Long Learning Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block describes strategies providing people with learning opportunities throughout their lives. By focusing on people at all stages of their lives, life long learning ensures that Kansas City will become the capital of "Citizens Involved in Learning."

**Light Rail** - Transit technology which runs at grade or street level at approximately the same speed as adjacent vehicular traffic. The trains are typically two cars in length and run quietly. Light rail stations can be as close as a few blocks apart.

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**Low density housing** - Generally one to three story single family and duplex housing, with no more than 14 dwelling units allowed on an acre of land.

**Low-income housing** - Housing which is affordable to households with incomes from 51% to 80% of the median income of a given area, as determined by the Department of Housing and Urban Development (HUD). Adjustments exist for smaller and larger families and for areas with unusually high or low incomes or where needed because of prevailing levels of construction costs or market rents. Two additional categories have been created by HUD: very low income housing - 31% to 50% of median income, and extremely low income - 0% to 30% of median income.

**Major Street Plan** - Official public document outlining the network of existing and proposed freeways, interstate highways, expressways, primary and secondary arterials, parkways and boulevards required to support the current and future development of Kansas City. The first Major Street Plan was adopted by the City Council in 1971. The current Plan was adopted by the City Council in 1996.

**Medium density housing** - Generally includes apartment buildings up to six stories in height, with generally no more than 75 dwelling units on an acre of land.

**Metro Green** - Study conducted by the Prairie Gateway Chapter of the American Society of Landscape Architects' Community Advisory Team (1992) that defines a concept for developing two concentric greenway corridors in the region. The Mid-America Regional Council is currently administering the concept's implementation, and many cities in the region have adopted it.

**Metropolitan (Metro) Area** - The five-county metropolitan area used by the City Planning and Development Department to define and describe greater Kansas City in FOCUS background reports. The counties included are: Jackson, Clay and Platte in Missouri and Johnson and Wyandotte in Kansas.

**Metropolitan Statistical Area (MSA)** - The eleven-county metropolitan statistical area defined by the U.S. Census Bureau to describe a broader metropolitan area for analyses and reporting. The Kansas City MSA includes Jackson, Clay, Platte, Cass, Ray, Clinton and Lafayette in Missouri and Johnson, Leavenworth, Wyandotte, and Miami in Kansas.



**Mid-America Regional Council (MARC)** - The Mid-America Regional Council (MARC) serves as the association of city and county governments and the Metropolitan Planning Organization (MPO) for the bistate Kansas City Region. MARC functions as an ongoing forum for area jurisdictions and diverse community interests to address mutual problems; conducts long-range planning and coordinates public policy to support the economic, social and environmental health of metro area; provides important services to the community and promotes the effectiveness of local governments through technical assistance, independent research and cooperative programs.

**Mixed Income Housing** - A multi-family housing development which includes a range of income groups. This mix is determined by the type of project financing. For example, a 100 unit development financed with low income housing tax credits, CDBG funds and private financing might have 60 units restricted for households with incomes below 60% of the median area income, 25 units for households below 80% of the median area income, and 15 units at market rate with no maximum income cap.

**Mixed Use** - A land use type which recognizes that many land uses and activities are compatible and should be co-mingled to promote physical development at a human scale. Mixed use allows the integration of commercial, office, medium to high density residential, and some light industrial land uses. These various land uses can be integrated either horizontally or vertically in a single building or structure, or in a small land area.

**Mixed Use Center** - A node of development and activity that provides a focal point for the surrounding area. This node incorporates mixed uses such as commercial, office, residential, and community serving facilities. The transportation/circulation system in a mixed use center is designed to accommodate a variety of modes, including pedestrian, transit, bicycle and the automobile. Mixed use centers are divided according to function and scale into regional, community and neighborhood centers.

**Mixed Use Center - Community** - A type of mixed use center designed to serve multiple neighborhoods which includes major retail, shopping, light industry, high density housing, and low to mid-rise office buildings.

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**Mixed Use Center - Neighborhood** - A type of mixed use center designed to serve adjacent neighborhoods which provides services such as a grocery store, pharmacies, small to medium size office spaces, banks and other low-rise office buildings.

**Mixed Use Center - Regional** - A type of mixed use center designed to serve the entire metropolitan area, providing specialty shops, discount stores, major retail and entertainment venues, hotels, high density housing and mid to high-rise office buildings.

**Mixed Use Center - Small Neighborhood** - A type of mixed use center designed to serve a neighborhood and which provide small scale services, such as an ice cream parlor, coffee shop, small sit-down restaurant, a hair salon and other small businesses. These centers are located close to low density housing areas.

**Mode** - See Transportation Modes.

**Moving About the City Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block represents our transportation strategy and addresses the need to move people and goods throughout the city. Our transportation strategy emphasizes reliability, efficiency and choice which are best achieved through a multi-modal transportation system.

**Multi-modal center-** Locations which support the coming together and linking of multiple transportation modes, such as air travel, automobile, pedestrian, rail, commuter rail, light rail and/or major bus routes.

**Multi-modal Transportation** - A transportation system using a variety of travel modes to transport people and goods. Components of this system include vehicular roadways, transit (bus, rail), bikeways, pedestrian paths (sidewalks), freight railways and airplanes.

**Municipal Art Commission** - A six member board appointed by the Mayor with two advisors charged with oversight of projects including: the One-Percent-For-Art program, an annual photography contest and bi-annual urban design awards.

**National Register of Historic Places** - The list of buildings, structures sites and objects that have been recognized by the National Park Service for their architectural, historical, cultural or aesthetic significance.

**Neighborhood Assessment** - A process for neighborhoods to identify priorities and improvement strategies according to their neighborhood type. The four neighborhood types, as defined in the Neighborhood Prototypes Plan, are conservation, stabilization, redevelopment, and developing.

**Neighborhood Improvement District** - A district established to allow private parties, by vote of a majority of landowners within the district, to assess a special tax on themselves for improvements and services that benefit the entire community.

**Neighborhood Livability Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes strategies to make Kansas City's neighborhoods livable and enjoyable.

**Neighborhood Prototypes Plan** - One of the seven FOCUS component plans developed during Phase II. This plan recommends specific actions to improve Kansas City neighborhoods and encourage resident partnerships in determining their future and delivery of City services. A unique neighborhood assessment process helps citizens identify neighborhood improvement strategies.

**Nodal Development** - Pattern of development in which the most intense uses are located at the intersection of major streets, roadways and transit corridors and also in areas surrounding a transit station or transit stop. See also "Activity Centers."

**Northland** - Area within the limits of Kansas City, Missouri, located north of the Missouri River. This area, measuring 159 square miles, is mostly undeveloped and contains some of the region's major activity centers, such as KCI airport, Executive Hills, and Metro North Shopping Center.

**Northland Plan** - One of the seven FOCUS component plans developed during Phase II. This plan was developed specifically for the Northland. This plan targets investment strategies to maintain our existing neighborhoods, and encourages development where public facilities (water, sewer, streets) already

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exist. Protecting the natural environment and current character of the Northland are fundamental to the plan. Specific transportation improvements are recommended to improve east-west traffic, extend the boulevard system north of the river and create pedestrian and bicycle-friendly arterials.

**Park-and-Ride Centers** - Centers located in the outlying suburban areas along transit corridors which allow suburban residents to drive to the center, park their cars, and use the transit service to reach the city or major activity centers.

**Parks and Boulevard Plan** - Plan prepared by the Parks, Recreation and Boulevards Department addressing the city's needs and priorities for new parks, community centers, recreation areas, parkways and boulevards. The current plan was adopted in 1993.

**Parkway** - See "Boulevard."

**Pedestrian-Oriented Development** - Development which provides facilities for walking and encourages pedestrian use, designed to make movement on foot attractive and comfortable and to reduce the dependence on motorized vehicles for short trips.

**Physical Environment Plans** - This term describes the five (out of seven) component plans of FOCUS, Phase II, that are "physical" in nature. These "physical" plans are the Citywide Physical Framework Plan, the Neighborhood Prototypes Plan, the Preservation Plan, the Urban Core Plan, and the Northland plan.

**Plans, Zoning and Economic Development Committee** - One of four standing City Council committees. The Committee's responsibilities include holding public hearings to review all planning and development proposals and making recommendations for action to the full Council.

**Policy Statements** - Specific directives outlined in the FOCUS Policy Plan that indicate criteria for making decisions as well as priorities and issues of importance for the city.

**Preservation Plan** - One of seven FOCUS component plans developed during Phase II. This plan highlights the importance of Kansas City's rich legacy of landmark structures, historic neighborhoods, and archeological resources that

make our city a special place. Strategies on transportation, urban design, capital improvements, and tourism complete our vision of the future from a preservation perspective.

**Primary Arterial** - Street designed to move through traffic. These streets can also accommodate major access points from abutting properties. Where traffic is heavy or movements may become congested, access to abutting land is often restricted to traffic moving in one direction.

**Principles for Policy** - The fourteen major themes and statements of philosophy developed during Phase I that are essential for the city to achieve Kansas City's vision. All City actions are measured against these fourteen principles.

**Priority Development Areas** - Concept developed in the FOCUS Citywide Physical Framework Plan which is designed to help in guiding land use and development policies. Each Development Priority Area represents an area which is currently developed, which is contiguous or adjacent to existing development, and where public facilities and infrastructure are already in place. Development outside of these areas should only be encouraged when it meets a larger FOCUS objective.

**Property Maintenance Code** - Part of the City's Code of General Ordinances that set standards for the maintenance and rehabilitation of properties to insure public health, safety and welfare and to upgrade neighborhoods.

**Public housing** - Housing for persons with incomes generally below 50% of the median income level which are owned by the local public housing authority.

**Quality Places to Live and Work Building Block** - One of the twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block provides guidelines to ensure that development in the city will establish a good relationship between people and the various physical elements of the city, including residential and commercial areas, focal points, activity centers, landmarks, corridors, waterways, and others.

**Re-zoning** - Process by which the authorized uses of a property are changed or modified. The City Council, upon recommendation from the City Plan Commission, is authorized to change the zoning of any property within the city as long as the action is justified by public necessity, convenience or general welfare.

**Redeveloping Areas** - A FOCUS concept describing areas in which severe problems exist -- the existing fabric of the area is generally gone and significant public and private investment is necessary. Redevelopment of these areas can meet market needs for residential and commercial development in older parts of the city. The actions needed are preserving structures that are sound or that may be historically significant, demolishing structures which are in poor condition, building new structures and creating a new fabric for the area.

**Recycling** - Process of separating, collecting, processing, marketing, and ultimately using material that would have been otherwise thrown away. For example, a newspaper can be “recycled” for other printed matter or other paper products. Cans and bottles can be crafted for other uses.

**Red-lining** - A practice among financial institutions and insurance companies of refusing to provide services to certain supposedly high-risk geographical areas, regardless of the merits of the individual applicants; derived from the red line that the institutions may draw around the area on a map.

**Right of way** - Property designated to be used for streets, highways, transit corridors, and other transportation related needs.

**Secondary arterial** - Street designed to provide access for one or more neighborhoods to various activity centers, community shopping centers, strip commercial areas, employment centers and community and regional recreation areas. Secondary arterials pick up traffic from collector streets and preserve the integrity of residential neighborhoods by keeping traffic out of them.

**Sense of Place** - The sum of attributes of a locality, neighborhood or property that give it a unique and distinctive character.

**Septic system** - An on-site system designed to treat and dispose of domestic sewage. A typical septic system consists of a tank (septic tank) that receives waste from a residence or business and a system of tile lines or a pit for disposal of the liquid effluent (sludge) that remains after decomposition of the solids by bacteria in the tank. A septic system must be pumped out periodically.

**Signage** - Display boards or surfaces used for directions, identification, instructions, or advertising; usually consists of lettering, pictures, diagrams, decoration, etc., often in combination, on a contrasting background surface.

**Solid waste** - Refers to garbage, refuse, sludges and other discarded materials. Even though the word “solid” appears in the name, solid waste can be a solid, liquid, semi- solid, or contained gaseous material.

**Stabilization Areas or Neighborhoods** - One of four neighborhood types developed in FOCUS. The term describes areas that contain any age and type of development that is having problems -- with building renovation, stagnant property values, increasing vacancies and/or a weakening market. These problems can range from relatively minor to severe. These areas contribute a variety of housing, commercial and industrial space at a variety of cost levels. The actions needed involve addressing the problems that exist -- stabilizing where feasible or significantly upgrading where necessary.

**Streetscape** - The environment along a street in an urbanized area. Streetscape elements include the roadway, including medians and associated landscaping, fountains, sculptures, sidewalks, on-street parking, street lighting, pedestrian lighting, traffic signals, signage, trees, benches, trash containers, newspaper and other vending machines, bus shelters and others features within the area of the right-of-way.

**Strip Commercial Development** - Development pattern that consists of long stretches of uninterrupted commercial development. This type of development pattern is generally oriented to shoppers in automobiles and is not friendly to pedestrian usage.

**Subdivision** - Land, vacant or improved, which is divided or proposed to be divided into two or more lots, parcels, sites, units, plots or interests for the purpose of offer, sale, lease or development.

**Subdivision Regulations** - Ordinance regulating the subdivision of land within the city.

**Sustainability** - An approach to design, development and management of community, which does not compromise the environment or the ability of future generations.

**Tax Incentives** - Tools and mechanisms that convey one or several financial advantages to a particular employer, developer, or homeowner for a specific period of time. Incentive programs include Tax Increment Financing and Tax Abatement, the forgiving of a portion or all taxes due.

**Tax Increment Financing (TIF)** – Astate legislated incentive mechanism whereby certain redevelopment project expenses are financed through Payments in Lieu of Taxes (PILOTS) and 50% of Economic Activity Taxes (EATS) resulting from a redevelopment project. PILOTS are equal to the increase in assessed property valuation as a result of the project. EATS are composed of taxes generated by economic activities within the project including sales taxes, utility taxes, earnings taxes, and others. The project must be located in a blighted area, a conservation area, or an economic development area, and it must be determined that without TIF assistance redevelopment would not occur. A TIF plan must comply with the general development plan of the municipality.

**Transit** - Term used in reference to public transportation, including buses, light rail, commuter rail, and others.

**Transit Corridor** - Corridor which is served by public transit and which supports the development pattern of the surrounding areas. Development along transit corridors is generally pedestrian friendly. Higher development densities are generally allowed at the intersection of transit corridors or at transit stops.

**Transit Impact Zones** - Areas surrounding transit stations where higher density development should be permitted to provide support for transit usage. The zones are divided as primary impact zones, which extend to a radius of 600 feet around the transit station, and secondary impact zones, which extend from 600 feet up to a quarter- mile radius around the transit station.

**Transit-Oriented Development** - Development and land uses which support and encourage public transportation. Buildings may provide minimum areas for parking; ancillary support uses for transit, such as a waiting area or ticket purchase station; pedestrian friendly streetscape and street furniture; and multiple uses within a building.

**Transportation Demand Management(TDM)** - Refers to developing policies plus public and private programs to manage the demand placed on transportation



supply. Actions may include increasing the use of public transit and carpools, staggered work hours, etc.

**Transportation Modes** - Term used in reference to the various mechanisms that move people or goods. Transportation modes include automobiles, bicycles, transit, rail, barges, airplanes, pedestrian and others.

**Urban Core** - Area of dense development and activity in Kansas City, Missouri. The area generally from the Missouri River on the north, 75<sup>th</sup> Street on the South, the Kansas-Missouri state line on the west and the Blue River on the east.

**Urban Core Plan** - One of seven FOCUS component plans developed during Phase II. The plan includes inventive strategies for central city neighborhoods, downtown, the Central Business Corridor, and plans for economic development, jobs, capital improvements, public transit and neighborhood livability. Strategies for the location of cultural facilities, marketing the urban core, revitalizing and sustaining neighborhoods are outlined in this plan.

**Urban Form** - The large-scale organization and design of the city, including the massing and organization of buildings and the space and relationship between them.

**Urban Villages** - Communities within the city with many locally available amenities and services and a pedestrian-friendly environment. An urban village is characterized typically by residential, commercial, educational, religious and recreational activities that recognize and reinforce the unique character of a specific neighborhood and include a village center which is within walking distance for neighborhood residents.

**Zoning** - Mechanism through which cities regulate the location, size and use of properties and buildings. These regulations are designed to promote the health, safety, morals or general welfare of the community; to lessen congestion in streets; to prevent the overcrowding of land; to avoid undue concentration of population; and to facilitate the adequate provision of transportation, water, sewage, schools, parks and other public requirements.

**Zoning Ordinance** – Chapter 80 of Kansas City’s Code of Ordinances implementing zoning as a tool for regulating land use.

## **ACKNOWLEDGEMENTS**

### **Mayor and City Council**

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**The Honorable Emanuel Cleaver II**  
Mayor

**The Honorable Ed Ford**  
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**The Honorable Jim Glover**  
Second District-at-Large

**The Honorable Ronald E. Finley**  
Third District-at-Large

**The Honorable Evert Asjes III**  
Fourth District-at-Large

**The Honorable Ken Bacchus**  
Fifth District-at-Large

**The Honorable George D. Blackwood, Jr.**  
Sixth District-at-Large

**The Honorable Teresa Loar**  
First District

**The Honorable Paul Danaher**  
Second District

**The Honorable Mary C. Williams-Neal**  
Third District

**The Honorable Aggie Stackhaus**  
Fourth District

**The Honorable Kelvin L. Simmons**  
Fifth District

**The Honorable Judith Swope**  
Sixth District

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**Mr. Charles F. Myers**

**Mr. Phil Klawuhn**  
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We sincerely regret any inadvertent spelling errors or omissions.